



CENTRAL CITY CONCERN

40 YEARS OF HOPE + HEALING



2019
ANNUAL
REPORT



Rachel Solotaroff, M.D.
President & CEO

Dear friends:

Ending homelessness is a lofty goal. We've always known this.

The causes are complex. The structural drivers of homelessness are profound: the absence of affordable housing, systemic racism, the lack of meaningful wage employment. These factors interact with individual experiences, including substance use, trauma, mental illness and social isolation.

Together, these obstacles seem overwhelming for those who are experiencing them. We know because we hear this every day.

Our understanding of why people experience homelessness, and the solutions, is rooted in listening to those we serve. In Central City Concern's four decades of operation, most of the advancements and innovations we have made can be traced back to our community telling us what we need to do to ensure we meet the real needs of real people — and to us listening.

We started this work in 1979 by providing and maintaining housing. And since 1980, we've developed our own housing that is affordable, supportive and responsive to the needs of our residents.

Our health care and recovery services began with Hooper Detoxification Center in 1982. Over the years, we've expanded to provide primary care, mental health care, cutting-edge developments in addiction treatment, shelter-based clinics and behavioral health care designed with specific cultures in mind.

Since the early 1990s, our employment services have helped people facing barriers to employment find meaningful work and avenues to reach their full potential.

In the late 1990s we began the Recovery Mentor Program, providing peer support to individuals in early recovery from substance use. Building greater social connectedness is now a cornerstone of every aspect of our work.

As we have grown, we've witnessed the impact of combining these proven solutions into an integrated continuum of services that addresses the whole person and elevates the entire community.

In these pages, as we commemorate 40 years of hope and healing, you'll see what it looks like to meet people where they are, listen to what they need and put them at the center of their own care. The epidemic of homelessness requires solutions that take its complexity into account, with the compassion needed to support our neighbors as they find home, regain health and move toward stability.

The Portland community has trusted us to do this work since 1979. We are profoundly grateful for that — and for your belief in us today.

Rachel Solotaroff, M.D.

“Our understanding of why people experience homelessness, and the solutions, is rooted in listening to those we serve.”

Central City Concern at a Glance

In 2019, Central City Concern helped **13,532** people experiencing or at risk of homelessness with affordable and supportive housing, integrated health services, addiction recovery and employment assistance.



Blackburn Center: Compassionate, Integrated Care in Action



In 2019, **1,254** people received services at Blackburn Center

277 residents housed

1,237 health patients treated

47 job-seekers assisted

130 homeless individuals received respite care at Blackburn Center's Recuperative Care Program

On July 9, 2019, Central City Concern (CCC) celebrated the grand opening of Blackburn Center (12121 E Burnside), a six-story structure that combines a health care clinic with 175 units of housing. The facility extends our award-winning services to East Portland, giving more people access to primary care, recovery and mental health services, housing, and employment assistance. Blackburn Center's innovative, evidence-based and client-centered approach is a national model for the transformative impact of integration at both the individual and community level.

"Combining housing, health care and employment assistance under one roof is an innovative next step in solving the homelessness crisis."

— Eric C. Hunter, CareOregon President & CEO

Charlette's Path Toward Healing

Charlette was homeless and addicted to heroin for six years — living in cars, sleeping in bus stops or just walking around all night. Then, six friends died of overdoses in one week. That was when she knew she had to turn her life around.

Charlette was one of the first people to walk into CCC's new Blackburn Center. Within a single day, Charlette:

- Saw a primary care provider, who treated her for her chronic thyroid condition
- Saw a psychiatric nurse practitioner, who started her on buprenorphine (also known as Suboxone) for acute opioid withdrawal
- Immediately filled her buprenorphine prescription via the Blackburn Pharmacy

Over the next few weeks, Charlette saw a drug counselor and became active in groups and one-on-one counseling. She was also one of the first residents of Blackburn's alcohol- and drug-free transitional housing.

"Having my housing and health care together in one building is a big thing!" Charlette says. "I can just go right downstairs and get my Suboxone at the pharmacy, or go to a group meeting, without ever leaving the building. That's huge."

Within less than six months, Charlette graduated from her outpatient program and, guided by Blackburn's on-site employment specialist, began training as an on-call employee in CCC buildings.

Clearly, the full slate of services available at Blackburn Center is working well for Charlette. She says, "I'm paying back everything that CCC has given me by being a success. That's exactly what I want to be."

"Having my housing and health care together in one building is a big thing!"

— Charlette



40 YEARS OF HOPE + HEALING



Pioneering Compassionate & Integrated Care

CCC's roots trace back to 1979 when Portland was seeking solutions to help people on the street who were incapacitated by alcohol use disorder. The agency (originally called Burnside Consortium) was charged with funding local recovery treatment providers and preserving Old Town's housing stock. CCC channeled federal funds to social service agencies and listened to the residents of Old Town's hotels to develop a sense of community. Within a year, CCC was pioneering an integrated system of compassionate care in Old Town that would become a model for the country.

In 1982, CCC took over management of Hooper Detoxification Center and quickly integrated innovative practices such as acupuncture, primary health care, and alcohol- and drug-free community housing. CCC's continuum of care began to materialize at scattered sites throughout Old Town.

Recovery Pathways Lead to Hope & Healing



All pathways to recovery from substance use disorder and mental health conditions are acknowledged and valued at CCC. The agency is at the cutting edge of evidence-based addiction treatment by combining science with tradition through mutual-support 12-Step and Refuge Recovery meetings, counseling, life skills and community support, with medication support for those who choose it.

2,585 people received withdrawal management and stabilization services at Hooper Detoxification Stabilization Center, a starting point for many recovery journeys

Central City Concern helped **7,871** people with substance use disorder

3,693 were dependent on opioids

1,385 chose medication supported recovery

Cutting Edge, Life-Saving Treatment

In August 2019, Old Town Clinic (OTC) and Old Town Recovery Center (OTRC) launched a new, convenient approach to medication supported recovery. People can now walk in to the clinic to request buprenorphine, a life-saving medicine that helps curb opioid cravings and vastly reduces the risk of overdose and infectious disease transmission. Both programs also offer medication to support recovery from alcohol use disorder and have integrated mental health providers who treat co-occurring mental health conditions.

Providing diverse, integrative treatment options is a lifesaving strategy of the CCC recovery continuum and demonstrates the principles of recovery choice in action. Participants appreciate the convenience of an evidence-based recovery treatment that is timely and accessible.

Social Connectedness Counters Isolation

Peer support is foundational to many of our mental health and addiction treatment programs. One of the greatest pains inflicted by homelessness and substance use disorder — and one of the biggest barriers to overcoming these challenges — is social isolation. Connections with like-minded peers help clients create networks of support, rebuild relationships and experience greater social connectedness, laying the foundation for more productive and successful lives.



Lynda Williams, a CCC recovery peer mentor since 2010, shared her experience of leading others along a path of recovery at the program's 20th anniversary celebration.

20 Years of the Recovery Mentor Program

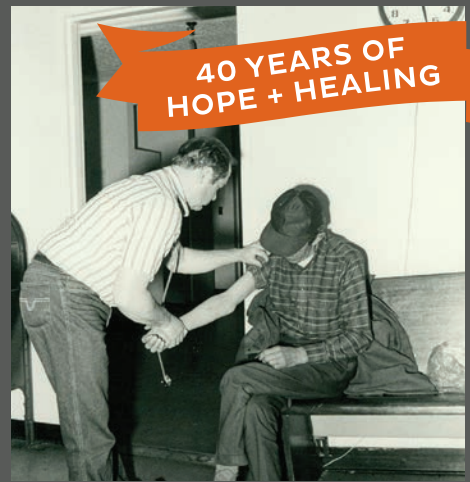
In December 2019, CCC's Recovery Mentor Program celebrated two decades of pairing clients who are new to recovery with mentors who have traveled the road to recovery and succeeded. This nationally recognized treatment model combines transitional alcohol- and drug-free community housing with intensive outpatient treatment and mentors to help clients build new, self-sufficient futures free from addiction.

232 people received housing combined with peer support through the Recovery Mentor Program

67% maintained recovery and achieved stable housing

"My role is holding hope and showing compassion."

Lisa Newport, a Mental Health Peer Specialist at OTRC, was initially drawn to CCC as a volunteer due to her own experiences with mental illness and substance use. At OTRC's Living Room, Mental Health Peer Specialists support healing and recovery for people struggling with mental illness by facilitating peer wellness groups and engaging them in activities such as cooking, arts and crafts, movement and community outings.



Advancing Innovation in Addiction Treatment

The radical idea that addiction is a disease, not a crime, spurred the opening of the David P. Hooper Center for Alcoholic Recovery in 1971, replacing the "Drunk Tank" with compassionate recovery treatment.

CCC started managing Hooper in 1982 with innovative practices, including staffing it with people who had worked through their own addictions and truly understood the clients. In 1987, acupuncture became a cornerstone of CCC substance use disorder treatment. It was a fantastic success, bringing the detox completion rate at Hooper from 20 to 70 percent within weeks.

The addition of Old Town Clinic and health care services in the 2000s finally snapped the treatment continuum into place. CCC proved that someone with a safe place to sleep, positive peer relationships, quality physical and mental health care, and employment assistance had a better chance to beat their addiction and transform their life.

Opening Doors to New Beginnings

3,798 people found a safe and supportive home at Central City Concern

49% of supportive housing units are alcohol- and drug-free, giving newly recovering people a safe haven to heal and grow stronger

51% are low barrier, enabling everyone in our community to seek safe, accessible housing

754 units are transitional, where people stay from six months up to two years as they gain stability

1,382 are permanent, affordable homes for people who need an added layer of assistance



As housing costs continue to rise in Portland, CCC has expanded the city's affordable housing supply through new developments. 2019 marked the first full year of operation for Hazel Heights (12621 SE Stark Ave) and Charlotte B. Rutherford Place (6905 N Interstate Ave), the first of three buildings in the Housing is Health initiative — a pioneering commitment from local hospitals and health systems in supportive, affordable housing. The project, now complete with the July opening of Blackburn Center (12121 E Burnside), brings the total number of CCC housing units to 2,136 in 27 buildings at the end of 2019.

On-Site Services Put Residents on the Path to Self-Sufficiency

For residents working toward financial stability after bouts of unemployment, addiction or living outside, support is available within steps of their apartment door. Whether it's connecting clients to employment opportunities or teaching money management skills, on-site resident services coordinators enrich our residents' lives every day by giving them the tools they need to become self-sufficient.

Trauma-Informed Financial Empowerment

In April 2019, Supportive Housing's Resident Services Program piloted SpendWise, an introductory course to finances where participants learn budgeting and other money management skills. The SpendWise curriculum combines various financial aid and trauma-informed resources with the lived experience of the instructors to build residents' confidence around informed spending and saving.

"I'm a survivor of this," said Gwendolyn Ferrell, a CCC resident services coordinator and SpendWise instructor. "I was there trying to balance sobriety and finances and work. I try to put myself in the forefront to make our residents feel comfortable when talking about these issues."



Kalinda had lost her job and was living in her car with her daughter Ella. She applied for housing at CCC and quickly found a home at Hazel Heights. Her resident services coordinator told her about Central City Coffee, where trainees receive six months of hands-on education and experience to get them back in the job market. She applied, got in and Kalinda and her daughter started on a new path.

"The coffee program has taught me how to be self-sufficient. I wouldn't have gotten custody of my daughter without it."



Expanding Affordable Housing & Adding Support

In 1984, CCC set aside 54 units in the Estate Hotel for newly recovering people leaving Hooper Center and other treatment programs. Hooper Center staff managed this floor and had zero tolerance for alcohol or other drugs.

This experiment is the foundation for CCC's housing philosophy. Expanding alcohol- and drug-free housing, combined with treatment and social services support, brought immediate results for clients. Residents found jobs and kept them. They were reunited with children who had been in the foster care system. They filled our buildings with hope.

In 1997, CCC took over the Letty Owings Center, a residential treatment home for pregnant and new mothers. Today, 332 families with 447 children live in supportive housing units that provide parenting and financial skills classes. CCC continues to add to Portland's affordable housing stock, with extra support to keep residents housed and healthy.

Targeted Investments Reduce Racial Disparities



“Giving back and making a positive impact in the Latino community give me purpose.”

— Jose



While homelessness can happen to anyone, racial inequities limit access to safe and affordable housing, behavioral health care and living-wage jobs — ultimately leading to the overrepresentation of people of color in Portland’s homeless population. Through culturally specific and responsive services that recognize and address structural barriers, CCC invests in programs such as the Imani Center, Puentes and Flip the Script to increase services to underserved communities and reduce racial disparities.

Building Bridges Through Alumni Engagement

Since 2005, Puentes has welcomed Spanish-speakers into a culturally responsive community where things like language, country of origin and documentation status are not barriers to a life in recovery. Many people who complete treatment stay close to Puentes through El Senado, an advisory group of former clients who provide peer support and encouragement to newer clients.

Jose is an El Senado member who found a community in Puentes after struggling with addiction and homelessness for nearly a decade. Jose immigrated to the US from Nicaragua at age five seeking political asylum. Despite having legal documentation, Jose was detained by immigration enforcement in 2008, which turned his life upside down. The experience intensified his substance use and led to bouts of homelessness.

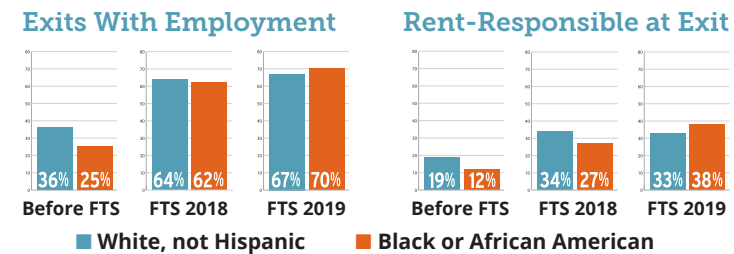
Jose finally took back control of his life by starting treatment at Hooper and Puentes, living in the Richard Harris building and finding employment through the Employment Access Center. Today, Jose gives back as a member of El Senado and is in school to become a Certified Alcohol and Drug Counselor.

Data-Driven Approaches End Cycles of Incarceration and Homelessness

Individuals involved in the justice system are at greater risk of homelessness and in turn, people experiencing homelessness are at greater risk of incarceration. To end these cycles, CCC’s reentry programs give hope to clients with histories of incarceration and the tools to forge a new path.

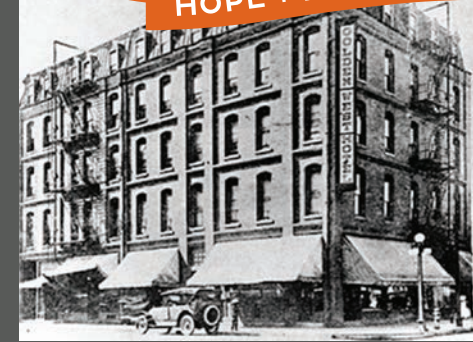
One of CCC’s reentry programs is Flip the Script (FTS), which links individuals exiting incarceration to housing, employment services, peer connections and advocacy opportunities. FTS began in 2017 to address disparities in recidivism rates for residents living in CCC reentry housing. African Americans who didn’t have solid employment and housing after exiting incarceration were 36% more likely to reenter the justice system than their white counterparts. With the addition of a dedicated FTS housing specialist in fall 2019, CCC has seen a significant reversal of disparities for African American clients involved in the justice system.

CCC Reentry Program Outcomes



The FTS program team from left to right: FTS Advocacy Coordinator Billy Anfield, FTS Housing Specialist Lisa Bonner Brown, FTS Housing Specialist David Jefferson, FTS Peer Mentor Ron Williams.

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Listening & Responding to Community Needs

In 1988, CCC acquired one of the most historic buildings in Old Town: the Golden West Hotel. It was the center of the Black community at the turn of the 20th century — a time when the city was unwelcoming to African Americans. With 100 rooms for Black railroad workers who were denied accommodation in Portland’s white-owned hotels, the Golden West operated for 25 years as the largest Black-owned hotel west of the Mississippi.

Today, the Golden West is home to CCC programs such as the Imani Center, which provides culturally specific outpatient mental health and addictions treatment services for African Americans who may face barriers to mainstream treatment. Imani Center is the result of CCC listening to the experiences and knowledge of the African American community and responding to their needs. Since 2015, Imani Center has empowered clients to build community with other African Americans working toward recovery.

Strong Partnerships Build Strong Responses to Homelessness



“I offer others help, change and a chance.”

—Casey



Effective and lasting support for our clients is built on a foundation of relationships with government, partner organizations and the entire community. From city, county and state agencies, to other non-profit service providers, to compassionate businesses, our outstanding community partners connect clients to our services and help us meet their needs. Together, we create a solid web of support, compassion and connectedness for those experiencing homelessness.

Reaching Those With Immediate Needs

Though CCC isn't in the sheltering business, we rely on community shelters to provide a safe landing space and help us bring people into our continuum of care. We staff health clinics in shelters, our community health outreach workers regularly connect with people there, and we have employment specialists who visit shelters to help people find jobs.

Casey Culley, a CCC Community Health Outreach Worker, is part of a navigation team with workers from Transition Projects. Together, they visit homeless camps, offering services and assessing people for shelter and housing wait lists. Casey also spends one morning a week at the River District Navigation Center. He uses his lived experience of substance use disorder and homelessness to help guide people towards healthier, housed lives.

Paving the Way to Meaningful Work

Our Employment Access Center serves clients with barriers to employment in the past such as substance use disorders, criminal justice issues or homelessness. Building relationships with employers helps CCC place clients in excellent jobs that provide stability and pathways to self-sufficiency. One of our most valued employer partners in 2019 was Pavement Maintenance, Inc., a parking lot maintenance contractor. The company participates in CCC's hiring events, has respect for recovery and is willing to give second chances. In 2019, Pavement Maintenance, Inc. hired at least 15 job-seekers referred by CCC.

Serving the Native American Community, Together

According to the 2019 *Point-in-Time Count of Homelessness in Portland/Gresham/Multnomah County*, Native Americans are nearly five times as likely to experience homelessness as their white counterparts. Thanks to a partnership with the Native American Rehabilitation Association of the Northwest, Inc. (NARA), we help to meet the needs of those most vulnerable to homelessness together. For many years, we have welcomed NARA program graduates into recovery housing for both singles and families. In turn, we often send our clients to NARA for residential treatment.

Keeping Portland Clean

Through partnerships with the City of Portland, Portland Business Alliance and others, our CCC Clean Start program helps keep neighborhoods clean by clearing away trash and removing graffiti. It's also a mentored six-month work experience that gives formerly homeless people the opportunity to work, grow and gain crucial job experience.

After completing inpatient treatment at the Native American Rehabilitation Association, David didn't feel ready to live on his own yet. He opted to join CCC's "8x8" recovery program in the Richard Harris building and work for Downtown Clean & Safe in order to stay on track in his recovery and give back to the community. He now lives in permanent housing at the Richard Harris and is working toward moving up the ranks in Clean Start.

826 people found employment through the Employment Access Center

CCC Clean Start and Downtown Clean & Safe collected and removed:

177,397 bags of trash

111,826 needles

“Visiting homeless camps to take trash kind of reminds me of where I'd be if I didn't get clean. I was an addict and I hope I inspire others to think, “I can do this.” — David



Our Financial Health

CCC maintained financial stability in 2019, which was a period of growth for us. We now have more than 1,000 talented employees dedicated to serving people facing homelessness. In July 2019, we opened Blackburn Center, a culmination of 40 years of experience and exploration that showcases our signature integrated health care, housing and employment services to serve the homeless population in East Portland.

As we grow, we want to ensure we are fiscally responsible and able to sustain the progress we've made since 1979. We will continue to leverage funding sources from federal, state and local levels. But we rely on support from our generous donors to help us improve the health and well-being of the entire community. We are especially grateful for donor support of our employment programs to help people get back on their feet and become self-sufficient. As we move into our fifth decade, we will continue to invest our resources, reserves and hearts into our mission.

Consolidated Statement of Activity

Year Ended June 30, 2019

Unrestricted Revenues and Support

Health and Chemical Dependency Services	\$43,472,775
Contract and Government Funding	\$30,837,925
Donations, Grants and Special Events	\$3,089,425
Rental Income	\$3,779,536
Management and Development Fees	\$3,078,750
Social Enterprises	\$251,806
Interest	\$369,642
Other	\$331,344

\$85,211,203

Net Assets Released from Restrictions \$401,722

Net Revenue and Support \$85,612,925

Operating Expenses

Health and Recovery	\$45,414,181
Supportive Housing	\$9,627,065
Housing Management	\$8,928,079
Employment and Social Enterprises	\$6,028,838
Administration	\$13,800,335
Fundraising	\$677,392

Total Operating Expenses \$84,475,890

Excess of Revenues and Support Over Operating Expenses \$1,137,035

Non-Operating Activities

Capital Grants	\$2,545,242
Change in Value of Interest Rate Swaps	\$(249,168)
Transactions with Limited Partnerships	\$2,946,261
Equity in Net Income of Limited Partnerships	\$(727)
Goodwill Impairment	\$(1,087,033)
Net Gain in Partnership Transfers	\$6,447,475

Change in Net Assets \$11,739,085

Net Assets, Beginning of Year \$66,795,791

Net Assets, End of Year \$78,534,876

Be a Part of the Change



Since 1979, the Portland community has trusted Central City Concern to help people create meaningful, long-term change in their lives. But we can't do this work without you.

- **Write a check or give online:** Return the enclosed envelope with your contribution or donate online at centralcityconcern.org/give2020.
- **Donate goods or items:** Gifts in kind help our clients access needed items such as clothing, cookware, home goods and hygiene items. Learn more at centralcityconcern.org/donate.
- **Donate your time as a volunteer:** We utilize volunteers with varying skills, interests and experiences at all levels of the agency. Learn about our current opportunities at centralcityconcern.org/getinvolved.
- **Sponsor a group volunteer event:** We provide businesses the opportunity for staff to engage with our mission by sponsoring hygiene kit or move-in kit assembly parties to prepare needed supplies for our clients. For more information, contact volunteer@ccconcern.org.

Sherri Culver (above) not only donated new clothing in kind, she volunteered her time at the Recycling and Reuse Operations Center to hand out needed items to CCC clients.



Old Town Clinic concierges Mika and Joy handed out clothing and hygiene kits sponsored and prepared by Prosper Portland on Patient Appreciation Day.



The Oregon Clinic employees and their families welcomed new residents to Blackburn Center by donating bed linens and preparing move-in kits for 175 apartments.



Autodesk brought employees together to give back as a team by creating move-in kits for Blackburn Center residents.

Donors

Central City Concern uses innovative services to end homelessness, but we couldn't provide this critical programming without the generosity of private donors.

\$50,000+

RMF Foundation
Bonnie Serkin & William Emery

Darlene & Savelly Chirman
Gregory & Kim Combs
Mark & Jess Desbrow
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\$20,000-\$49,999

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\$10,000-\$19,999

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Legacy Employees
Leupold & Stevens
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The Nancy & Richard
Silverman Charitable
Trust
The Varitz Foundation
Elaine Marie Whiteley
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Anonymous
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Tim and Mary Boyle
Charitable Trust

Scudder Family
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Joanne Senders
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Robert O. Simons Fund of
OCF
Mary Anne & Robert
Woodell

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Rebecca Armstrong
B.P., Lester & Regina John
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Thomas & Martha Sheehy
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Rachel Solotaroff &
Anthony Iaccarino

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Sumimoto
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Noraine Charitable Fund
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Timothy Thunder
Victor Trelawny
Drusilla & Riley van Hengel
Danton & Diane Wagner
George & Susan Wall
George & Marilyn Walters
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and Karl Von Frieling
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\$500-\$999

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E.V. Armitage
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Don & Gaile Baack
Stephen Bache
Keith & Jill Bachman
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Shane Farrell
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Michael Simon
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Rebecca Cobb
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- Qualified sign language interpreters
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Central City Concern's Response to COVID-19

Since our 2019 Annual Report went to print, COVID-19 (coronavirus) has emerged as a critical threat to the communities we serve. This public health emergency is hard for all of us – but it's especially hard for people who have no home in which to “shelter in place.” We are responding swiftly to care for our neighbors who are most at risk.

Our population is among the most vulnerable to COVID-19:

- A quarter of those in our housing are over age 50.
- People who have experienced homelessness suffer at younger ages from health conditions typically seen in much older people.
- Of the 9,212 health clinic patients served in 2019:
 - :: Nearly 40% are over 55.
 - :: 804 suffer from chronic lower respiratory diseases.
 - :: 746 live with diabetes.
 - :: 1,264 have a history of heavy smoking.

Our staff are working harder than ever to protect our clients, patients, residents and community. Efforts include:

- Screening all patients for COVID-19 symptoms at clinic entrances, isolating and providing a higher level of care to those who are symptomatic.
- Prevention work led by janitorial and on-call staffing, targeting high-risk areas for accelerated disinfection work.
- Minimizing risk of infection spread by employing on-call staffing to target high-risk areas for accelerated disinfection work.
- Carefully managing inventories of Personal Protective Equipment to protect all staff including housing, janitorial and support staff.
- Developing and delivering telehealth services to keep clients safe, healthy and supported.
- Developing plans for food distribution to residents who have to isolate or quarantine.
- Continuing to provide housing for individuals experiencing homelessness, getting them off the street to safety.

Help Us Fight COVID-19

You can support our efforts by donating to the following funds:

- Our **COVID-19 Response Fund** helps us continue to deliver care in the face of challenges associated with COVID-19, including higher costs, more intensive medical services, increased uncompensated care, increased cleaning and safety protocols and the strain that social distancing and other safety measures put on our daily operations.
- Our **COVID-19 Rent Assistance Fund** provides financial support to CCC clients as they transition out of homelessness, helping to make sure the economic impact of COVID-19 doesn't derail our clients' hard work in achieving self-sufficiency, health and housing.

To give online, visit centralcityconcern.org/covid-funds and designate your gift using the drop-down menu.

To give by mail, return the enclosed envelope with your donation. Write **"COVID-19 Response"** or **"COVID-19 Rent Assistance"** on the memo line of your check to designate your gift.

This crisis is a reminder that the health of the most vulnerable people among us is a determining factor for the health of all of us, and how we respond speaks to the humanity we all hold.

Thank you for supporting CCC and our community.

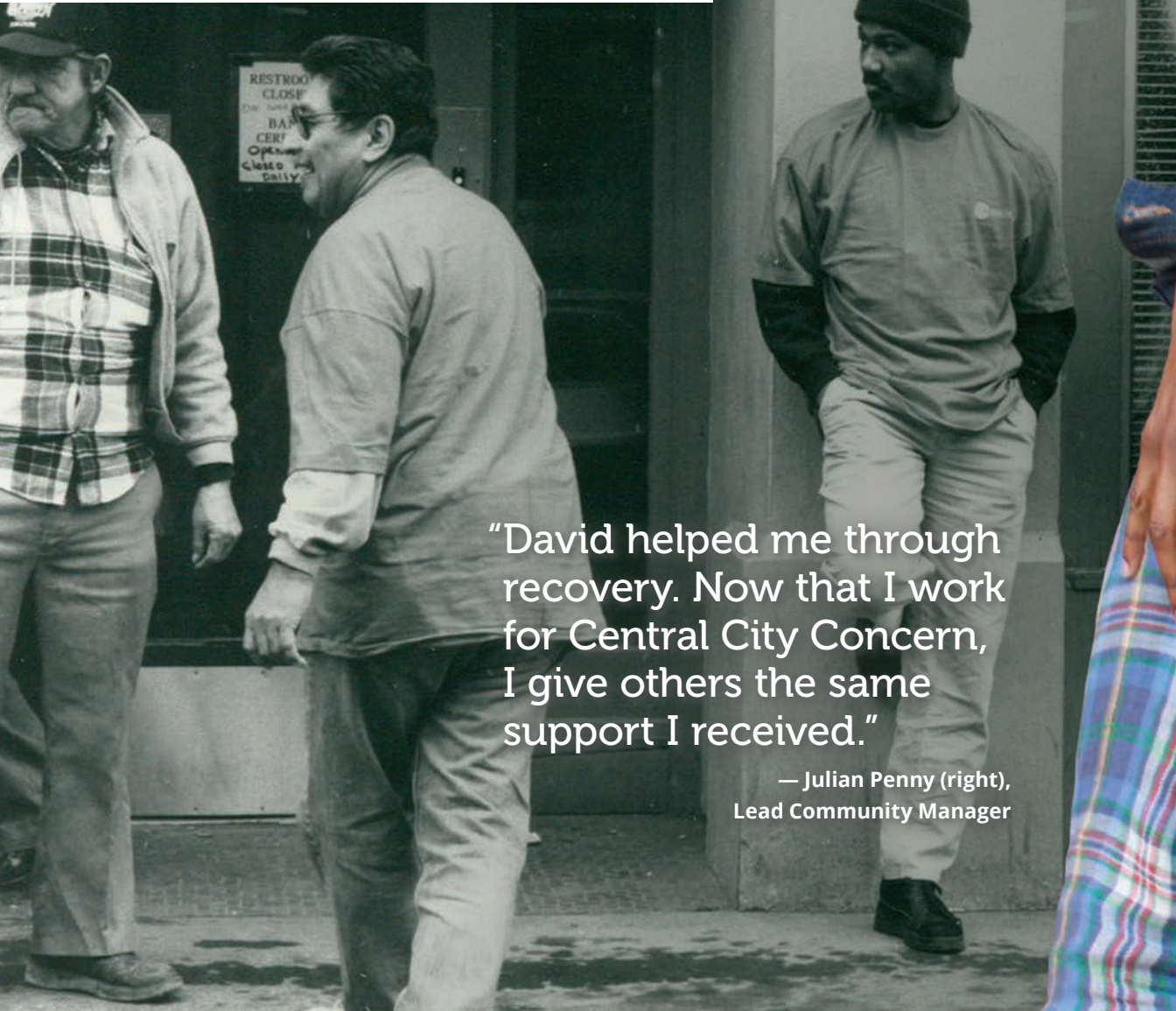
For more information about our
response to COVID-19, program updates,
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“David helped me through recovery. Now that I work for Central City Concern, I give others the same support I received.”

— Julian Penny (right),
Lead Community Manager