



Villages at Cabrillo

2013 **SOCIAL IMPACT**
REPORT



Century
Villages
at Cabrillo

WHAT IS THE VILLAGES AT CABRILLO?

The Villages at Cabrillo is a residential community established to break the cycle of homelessness. A former naval housing campus serving the local Long Beach ship yards, the Villages at Cabrillo has been transformed from an abandoned military housing site into a vibrant supportive housing community. As a nonprofit affiliate of Century Housing, Century Villages at Cabrillo (CVC) is the community development organization that owns, develops, and manages this unique 27 acre campus; a role CVC defines as stewardship.

The Villages at Cabrillo is the quintessential public-private partnership; made possible largely through the support and leadership of the City of Long Beach. CVC also owes a debt of gratitude to Cantwell-Anderson for its exemplary development efforts over the years.

Today, the Villages at Cabrillo is home to more than 1,000 residents, including veterans, families, and children, and features a collaboration with 20 nonprofit and government agencies that collectively provides residents with safe, affordable housing and access to the skills, tools, and services needed to establish self-sufficiency.

CVC's supportive housing paradigm consists of emergency shelter, transitional housing, and permanent housing all complemented with wrap around social services. This "continuum of care" approach encourages formerly homeless individuals and families to move progressively through various levels of housing, increasing independence, and surpassing barriers at each stage.

This incremental approach enables those in need to develop skills, access benefits, and confront obstacles in a nurturing, healing environment while on the path to recovery and wellness.





LETTER FROM THE PRESIDENT

We are pleased to publish the 2nd annual Villages at Cabrillo Social Impact Report for the 2012 calendar year. This annual report endeavors to tell the Villages at Cabrillo story; a compelling story of collaboration across public, private, and governmental agencies that has benefited thousands of homeless individuals and families over the past 15 years. Spanning more than 20 organizations, this collaboration is driven by a shared vision and is intently focused on the homeless children, women, and men, many of whom are veterans, who have found a place of respite and recovery, healing and growth, and hope and discovery in the Villages at Cabrillo.

While housing is an essential ingredient to solving homelessness, it alone is insufficient. Ultimately, homelessness is symptomatic; it is the visual manifestation of a deeper human problem. The work we do at the Villages at Cabrillo attempts to treat the human problem, not the symptom. For in the end, it is people who are homeless: a young veteran recently returned from Operation Enduring Freedom/Operation Iraqi Freedom (OEF/OIF), a mother and a child victimized by violence, or a small family fallen victim to the great recession. Each of these individuals and families has become homeless for different reasons. Helping them reach their goal of permanent housing and self-sufficiency requires thoughtful attention to their stories and a deep understanding of their barriers, not merely a roof over their heads. It is from this human mindset that our collaboration emanates, emphasizing those individuals and families that call the Villages home. We call this orientation “humans first.”

We deliver three key ingredients to our residents that, when combined, help catalyze the transition from homelessness to self-sufficiency, healing, and hope. First, we help to ensure that a robust palette of relevant services is at the disposal of our residents to meet their needs and help overcome their obstacles. Second, we strive to provide a dignified home that serves as a foundation for discovery and growth. Finally, we provide an environment and sense of community that encourage opportunities for engagement and participation. Together, these three ingredients have proven effective at combating homelessness and creating homes, neighborhoods, and hope; not just shelter. These ingredients form much more than a band-aid to the homelessness epidemic: they seek to diagnose the root of the problem and cure it, thereby breaking the insidious cycle. This report helps to document and validate this formula. Further, it benchmarks the performance of our collaboration so we can improve services and achieve better outcomes in delivering on our mission.

We've entered 2013 with an incredible amount of momentum. This year we've decided to carry forward our theme of Excellence in Stewardship. This concept of excellence captures the essence of Century Villages at Cabrillo's (CVC) work as steward of the Villages at Cabrillo; a role which we define as the great responsibility to protect, preserve, and enhance this community for the benefit of our residents. Looking ahead, 2013 will feature new service providers within our community, important training opportunities across our collaboration, new opportunities for resident engagement, and exciting capital improvements to improve quality of life. We are particularly excited by some early wins toward achieving financial feasibility for our 4th phase of campus development. If funded, Cabrillo Gateway will add 80 new permanent supportive homes to our housing mix and will result in a dramatic improvement to the entry of our community.

Over the past 15 years, more than \$100 million of capital and service funding has been invested in the Villages. That level of public and private investment requires accountability and a commitment to unparalleled performance. Beyond this, the gravity of our cause demands excellence in the work we do; a mantle our collaboration aspires to. As we tackle the challenges and opportunities of 2013, we commit to Excellence in Stewardship. This report has become an annual barometer of our collaboration's performance.

Like the very work we do, this report required the participation and engagement of our community of service providers and the City of Long Beach. We thank all of our partners, in particular the City's Health and Human Services Department, for cooperating with us in this important undertaking. And to our stakeholders, we thank you for your ongoing support of the Villages. Whether you are new to the Villages or a longtime supporter, we invite you to reengage with us in 2013. We'd love to show you around, hear your thoughts on our community, and listen to how we might improve and expand collaboration and become better stewards.

Warm regards,

Brian D'Andrea,
President, Century Villages at Cabrillo



2012 HIGHLIGHTS

2012 was filled with many watershed moments for our collaboration that have moved the needle toward breaking the cycle of homelessness in our community.

- Thanks to a grant from the Port of Long Beach, a long term ground lease from the City of Long Beach, and the generosity of many private donors, we completed construction of a 200 tree landscape barrier to help improve ambient air quality within our community.
- After more than 8 years of predevelopment and financial structuring, we completed construction of the Family Shelter project, a new emergency shelter operated by Catholic Charities of Los Angeles.
- A new collaborative agreement was signed between Century Villages at Cabrillo (CVC) and our partner agencies. The Villages at Cabrillo Collaborative Agreement (VACCA) replaced an older ad hoc agreement and has become a new operating agreement amongst our collaborative.



CVC and our partner agencies celebrate the signing of a new collaborative agreement.

- We hosted over a dozen community events to offer opportunities for resident engagement, including a first ever Villages at Cabrillo Halloween Haunted House, annual Spring and Summer Festivals, holiday parties, Staff Appreciation Luncheon, and Awards.
- We expanded our evaluation work to include the inaugural Villages at Cabrillo Social Impact Report (published in March 2012) along with our first ever resident survey. We want to know how we are doing so we can improve our performance.



CVC celebrates the dedication of the Campus Landscape Barrier thanks to the support of the Port of Long Beach and Councilman James Johnson.

- Century Villages at Cabrillo's Oasis Community Center has relocated, and expanded its capacity, and is now serving as an overarching resource center for the entire community, offering life enrichment workshops, case management, afterschool and summer programming, and volunteer opportunities. Last year, we served over 300 clients and celebrated a Grand Re-Opening in October 2012.



Oasis Community Center Grand Re-Opening Ceremony, October 19, 2012



PROVEN STRATEGIES AND OUR THEORY OF CHANGE

According to the City of Long Beach's 10-Year Plan to End Chronic Homelessness, there are 5 key community strategies to end homelessness which include: HOUSING, ECONOMIC STABILITY, SUPPORTIVE SERVICES, COMMUNITY INVOLVEMENT, and OUTCOMES & EVALUATION. Combined, these strategies allow a community to move beyond managing homelessness to actually preventing and ending. The agencies within the Villages at Cabrillo Collaborative have embraced these strategies and work closely with the City to implement them in our collective work to prevent and end homelessness.

These strategies form a central piece of CVC's Theory of Change. Ultimately, our stewardship of the Villages is

focused on the resident outcomes we seek to achieve. Our desired outcomes are consistent with those recognized by HUD and its Continuum of Care funding which supports many of our service provider partners. Inputs such as staffing, funding and space create the capacity to deliver Programs and Services. The delivery of these programs and services is reflected in Outputs such as numbers of people housed and served. These activities are intended to produce Outcomes such as increased income, skill development and housing retention.



STRENGTH IN NUMBERS

Funding, space, staffing, collaboration, and volunteers form some of the most critical inputs that allow Century Villages at Cabrillo (CVC) and its partner agencies to deliver effective programs, services, and housing at the Villages. Combined, these inputs create capacity to deliver on our collaborative's mission of ending homelessness.

FUNDING

Annual agency budgets range in size depending on the scope of services provided and the number of clients served. **For the most recently ending fiscal year, a total of \$11,003,431 was collectively leveraged by campus agencies to support the delivery of housing and social services to individuals, families and children.** An additional \$4,641,951 in operating expenses was incurred by CVC to operate and maintain the property, bringing the total expenditures on site to more than \$15,645,382. Given that 2,085 people were housed on site last year, we estimate that it cost approximately \$625 per month (\$7,503 per year) to house a person at CVC. This stands in direct contrast to a recent estimate that a chronically homeless individual can utilize over \$8,000 per month (\$96,000 per year) in public services each month, no doubt due, in part, to the frequent usage of emergency rooms, jails, and other crisis services (Flaming, et. al, 2009).

Agencies secure funding from a range of sources. Most rely on grants and contracts from the federal, state, and city government including the City of Long Beach Continuum of Care (a jurisdiction supported by the United States Department of Housing and Urban Development), CalWORKs, and the California Department of Education. Most service providers also receive funding from local foundations (e.g., Josephine S. Gumbiner Foundation, Ahmanson Foundation, Long Beach

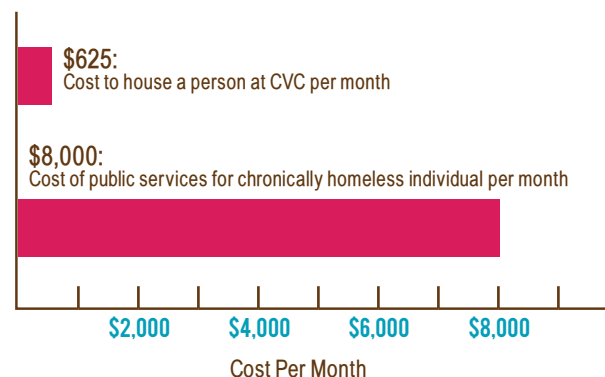
Community Foundation, Knight Foundation). Other funding comes from corporations such as Verizon and Boeing as well as from fundraisers, philanthropic groups, and individual donors. Finally, in-kind donations are important for the operation of many agency programs. One way that CVC and many of the partners access these donated goods is through Shelter Partnership's Mark Taper Foundation Shelter Resource Bank. The Resource Bank is a unique project that distributes, free of charge, donations of surplus inventory from manufacturers, wholesalers, retailers, and others to homeless service agencies throughout Los Angeles County. Over the course of a year each agency can pick up several large shipments, last year CVC shipments alone were valued at close to \$15,000.

SPACE

CVC manages more than 336,000 square feet of housing and support space on the campus with a combined investment value of nearly \$61 million. Although the CVC property team tends to the majority of site and

CVC's housing model is **12.8 times** more cost effective than the alternative societal cost of remaining homeless.

PER PERSON COST PER MONTH



facility repairs and regularly invests in campus capital improvements, individual service providers will, on occasion, invest their own money to renovate their space to meet specific programming needs or improve aesthetics. A total of \$386,890 has been invested by agencies on repairs and renovations over the past five years. Agency investments in repairs and renovations vary widely, with some investing a few thousand dollars and others investing more than \$100,000. Relatively minor renovations include painting, replacing carpet, and creating a garden area. Major renovations include installing artificial turf in preschool play areas and replacing the heating, ventilation, and air conditioning system.

STAFF

In addition to funding and space, service providers employ quality staff in order to deliver effective programs. Currently, the Villages at Cabrillo collectively employs 205 people (145 full time and 60 part-time), of whom 29 work for CVC in Property Management and Resident Services.

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at Cabrillo collectively
employs 205 people.

COMMUNITY PARTNERS & COLLABORATION

Every agency on the CVC campus indicated that they rely on formal and informal support from community partners to deliver their programs. In addition to collaborating with other agencies on site, service providers mentioned the Multi-Service Center (MSC) operated by the City of Long Beach, Department of Health and Human Services as a key community partner from which they receive referrals. Other community partners include faculty and students from local universities such as California State University Long Beach and Dominguez Hills, Mental Health of America, the HOPE Foundation, St. Mary Medical Center, School on Wheels and foundations such as the Ahmanson Foundation, the Miller Foundation, and the Long Beach Community Foundation.

VOLUNTEERS

In 2012, about 64.5 million people volunteered through or for an organization at least once according to the United States Bureau of Labor statistics. Most agencies at the Villages at Cabrillo also rely on volunteers as a critical component of their programming and staffing. **More than 600 volunteers completed 20,742 hours of volunteer service at the Villages this year.** This is the equivalent of nearly 10 full time positions (FTEs). According to the Independent Sector, an organization committed to strengthening the nonprofit and philanthropic community, the estimated dollar value of these volunteer hours is \$501,540 (i.e., \$24.18 an hour for the State of California).

Of the 600 volunteers, CVC alone recruited 207 volunteers through the Oasis Community Center who provided 2,032



hours of service. These volunteers included Federal work study students, interns, recreation and MBA students from California State University Long Beach and Dominguez Hills, Connelly Catholic High School, onsite residents from various programs, and volunteers from Rebuilding Together Long Beach, School on Wheels, California State University Long Beach Commission on the Status of Women, and the HOPE Foundation.

Some of these volunteer hours included ongoing support to the Oasis Community Center through their afterschool program and adult workshops, including tutoring the children and leading basic and advanced computer literacy classes for the adults. MBA students also worked on larger organizational capacity building projects. High School students, campus residents, and large groups helped with planting trees and spreading mulch to complete our landscape barrier project, as well as a refurbish of the Social Hall. Other volunteers helped provide staffing for our many on campus community events such as our Spring Festival, Back to School Festival, Spooktacular, and our Holiday Party.

“Being at the Oasis [Community Center], I’ve been able to see and learn about the supportive services they offer their clients and how dedicated the staff is in trying to meet their needs. To me, it has been a wonderful learning experience and I am thankful to be a part of [it].”

~Community Volunteer



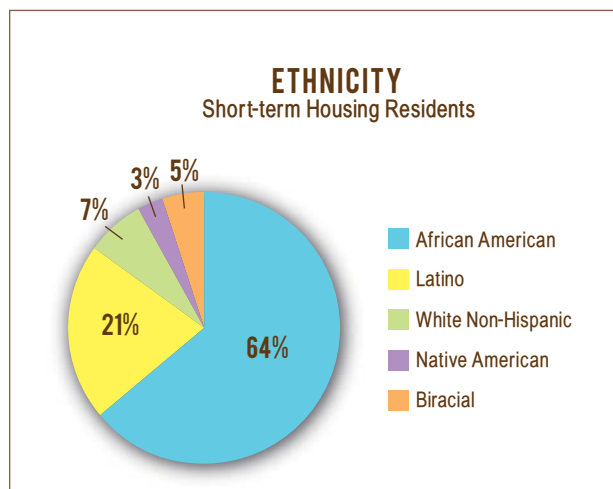
ABOUT OUR COMMUNITY

A total of 2,085 people were housed at the Villages at Cabrillo in 2012. The table below lists the breakdown of adults and children housed in short-term, transitional, and permanent housing. Each of these housing types is also described in detail below.

	ADULTS	CHILDREN	TOTAL
Short-Term Housing	130	205	335
Transitional Housing	687	161	848
Permanent Housing	704	198	902
TOTAL	1,521	564	2,085

SHORT-TERM HOUSING

Short-term housing facilities or emergency shelters are a critical part of the continuum of care for homeless individual and families. They provide immediate, safe shelter as an alternative to the streets. During the short stay (30-90 days) not only do the shelter staff focus on meeting the residents' basic needs but also intense case management services are provided to help them move to a more permanent housing situation. Last year, 335 people (130 adults and 205 children) were served in short-term housing on site.

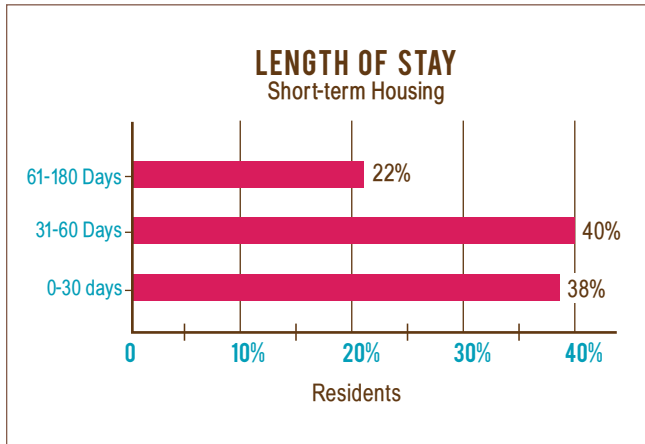


SHORT-TERM HOUSING OUTCOMES

TYPE OF HOUSING	RESIDENCE PRIOR TO PROGRAM ENTRY	DESTINATION AT PROGRAM EXIT
Temporary (e.g., emergency shelters, places not meant for human habitation)	49%	23%
Transitional (e.g., living with family or friends temporarily, transitional housing for the homeless, etc.)	13%	47%
Permanent (e.g., subsidized or unsubsidized owned or rental property, living with family on a permanent basis, etc.)	26%	22%
Other (unknown, etc.)	12%	8%

Almost **50%** of the people served in short-term housing lived in other temporary housing situations (e.g., emergency shelters, places not meant for human habitation including the streets) prior to program entry. **70%** entered transitional housing or secured permanent housing upon exit.

Short-term Housing, continued

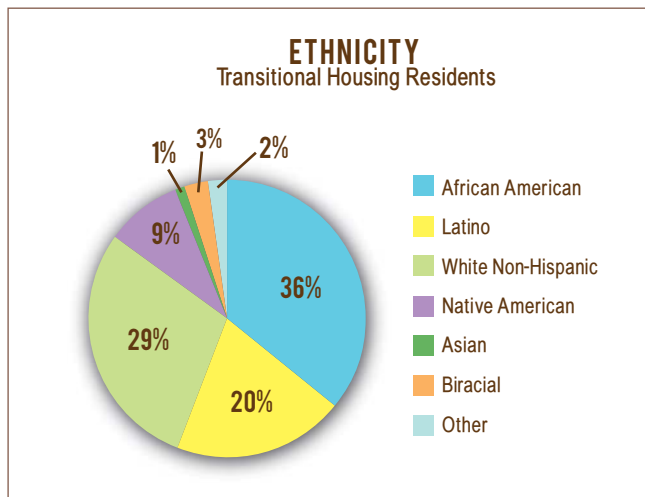


Over 75% of residents in short-term housing at the Villages at Cabrillo stayed no more than 60 days.

Data for monthly income reveal that almost 80% of residents in short-term housing enter programs at CVC reporting less than \$1,000 of monthly income. 12% of short-term housing residents increased their income during residency at CVC. This was achieved through a host of mainstream health and human services programs. 46% of short-term housing residents reported that they received Medicaid, 25% enrolled in SNAP/CalFresh food stamps, and 19% received TANF/CalWORKs.

TRANSITIONAL HOUSING

Typically, transitional housing programs provide shelter for up to 24 months, coupled with specialized programming and services to assist a formerly homeless household in making the transition to permanent housing. Last year, 848 (687 adults and 161 children; 419 veterans) were served in transitional housing programs on site. We collected the ethnic data for 798 people.

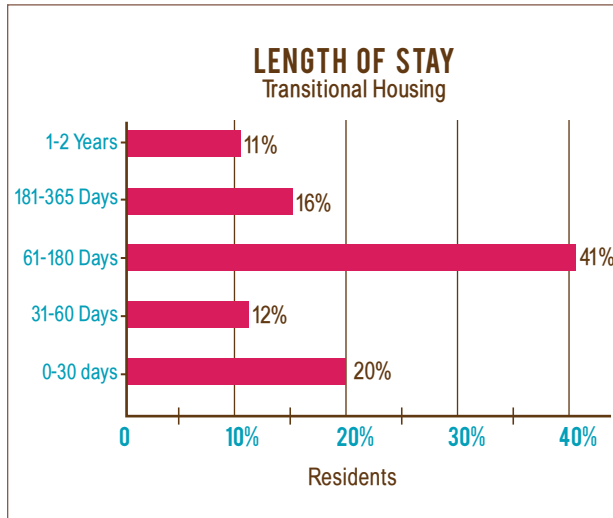


“Working at Oasis [Community Center] has allowed me to develop my patience, communication and leadership skills. When I’m at Oasis, I feel comfortable because of the interaction with the kids.”

~ CSULB Student



Transitional Housing, continued



Half of the people entering transitional housing at CVC resided in temporary housing prior to program entry. The majority of residents in transitional housing stayed 61–180 days (2–6 months).

Last year, 84% of residents in CVC transitional housing reported less than \$1,000 monthly income at program entry. In return, 19% of residents in transitional housing increased their income before exiting the program or before year-end follow-up. Mechanisms for increasing monthly income include SNAP/CalFresh food stamps (22%) paid employment (14%), General Assistance (10%), TANF/CalWORKs (8%) and Medicaid (8%).

TRANSITIONAL HOUSING OUTCOMES

TYPE OF HOUSING	RESIDENCE PRIOR TO PROGRAM ENTRY	DESTINATION AT PROGRAM EXIT
Temporary (e.g., emergency shelters, places not meant for human habitation)	50%	4%
Transitional (e.g., living with family or friends temporarily, transitional housing for the homeless, etc.)	9%	27%
Institutional (e.g., jail, inpatient alcohol or drug treatment, etc.)	10%	5%
Permanent (e.g., subsidized or unsubsidized owned or rental property, living with family on a permanent basis, etc.)	29%	51%
Other (unknown, etc.)	2%	13%

Upon exiting, **68%** entered either another form of transitional housing or permanent housing.

Congratulations to the Villages at Cabrillo 2012 STAFF PERSON AND SERVICE PROVIDER OF THE YEAR!

Both Amber Bradshaw, Programs Assistant for U.S. VETS, and Comprehensive Child Development (CCD) understand and embrace the mission of the Villages and exemplify collaboration and partnership in their work. It is truly individuals and agencies like them who go above and beyond for their clients and the community at large that make the Villages the success it is.



Amber Bradshaw, Programs Assistant for U.S. VETS, was named 2012 Staff Person of the Year.



Comprehensive Child Development, Inc. (CCD) was named 2012 Service Provider of the Year.



PERMANENT SUPPORTIVE HOUSING

In 2012, 902 people were housed in permanent housing programs on site. CVC's permanent housing developments are deeply affordable and are serving very low-income individuals and families, the majority earning less than 30% Area Median Income (AMI), while many struggle with substance abuse, mental health issues, and physical disabilities. We know that affordable housing alone is not enough for low-income families and individuals to overcome homelessness and achieve housing stability. It takes support, encouragement, and resources to enable them to succeed and sustain their housing. All of our permanent housing residents are offered a variety of supportive services both from partner agencies and the Oasis Community Center. They include counseling, transportation support, job development, case management, and community building activities and events.

Table: Point in Time snapshot of Permanent Affordable Housing at CVC (12/31/12)

	Shared Housing for Veterans	Permanent Supportive Housing for Veterans	Permanent Supportive Housing for Families	"Non-Tax Credit" Shared Housing for Veterans
Apartment Type	Single room occupancy	Single room occupancy	1-4 Bedroom Family Apartments	Single room occupancy
Number of Units	120	200	81	56
Number of Residents	105	184	302	34
Percent of Residents who are male	95%	91%	39%	100%
Percent of Households headed by a female adult	5%	9%	86%	0%
Area Median Income (AMI) at entry	30%	22%	27%	Unavailable
Current Area Median Income (AMI)	35%	25%	27%	Unavailable
Percent of Residents under the age of 18	0%	0%	55%	0%
Ethnicity	20% African American 6% Hispanic 34% White 40% Other or unknown	36% African American 6% Hispanic 44% White 14% Other or unknown	49% African American 18% Hispanic 23% White 10% Other or unknown	Unavailable
Average Tenure <i>Current residents as of 12/31/12</i>	2.38 years	3.24 years	2.79 years	3.26 years



RESIDENTS' VOICES HEARD

The most important piece of demonstrating the Social Impact on the campus is to hear from the residents themselves. In the Spring of 2012, **300 resident surveys were collected.**

RESIDENT SATISFACTION and ATTACHMENT TO THEIR COMMUNITY

According to the Knight Soul of the Community Project conducted by Gallup and the John S. and James L. Knight Foundation (2010), three main qualities attach people to their communities or place: **social offerings** (e.g., places to meet and socialize), **openness** (e.g., how welcoming a place it is and how accepting it is of diversity), and **aesthetics** (e.g., its physical beauty and green spaces). Two additional factors that often contribute to attachment include **basic services and safety**.

To assess attachment to the campus, residents were asked to read a series of statements about the campus and decide whether they agree or disagree with each statement. Although most statements were relevant for all residents (e.g., I feel safe on the CVC campus), there were statements that applied only to those residents that pay rent directly to CVC (e.g., the property management staff treat me with respect and dignity).

- ▣ 91% agree that the campus is clean, beautiful, quiet and peaceful (aesthetics).
- ▣ 77% agree that there are plenty of places for children to play outside (social offerings).
- ▣ 92% agree that the campus is welcoming and diverse and that the property management staff are approachable and treat people with respect and dignity (openness).
- ▣ 91% agree that rules and regulations are regularly enforced, complaints are handled by staff promptly, and that the maintenance crew do quality work (basic services).
- ▣ 92% agree that they feel safe on the campus (safety/personal space).

Satisfaction with certain aspects of the Villages at Cabrillo campus is more or less related to a residents' happiness. That is, people who feel welcome on the campus, feel that they are treated with respect and dignity by property management staff, believe the campus is clean and beautiful, and believe the rules and regulations are regularly enforced are more likely to report being happy living on the campus.

78% of residents who completed the surveys indicated that they would refer a friend or family member to the Villages at Cabrillo.



Residents were asked what they thought were the “best things about living at CVC.” The most common answers were:

- Comfortable, clean, quiet place to live
- Friendly and helpful people and staff
- Safe
- Having help and access to services
- Affordable

When asked if they “had suggestions for improving CVC,” residents' responses include:

- More campus events and resources (classes, BBQ's, family nights)
- More security and enforcement of rules
- Better food
- More amenities (swimming pool, game room, gym)
- Better and affordable cable television
- Better communication between residents and staff

NEXT STEPS

Collectively, findings from the resident surveys suggest that residents are extremely satisfied with their experiences on the CVC campus and that they feel attached to the campus community. Residents feel welcome on the campus, feel that they are treated with dignity and respect, feel safe, believe that the CVC campus is a great place to get their lives back on track, and think the campus is clean, beautiful and peaceful. Residents also enjoy many amenities including the community rooms, playgrounds and convenience store. The overwhelming majority of residents report being happy living on campus and would refer family members and friends to CVC.

89% of residents who completed surveys were either somewhat or very happy living at the Villages at Cabrillo.

Although residents report remarkable levels of satisfaction and attachment, there is still room for improvement. While it may not be feasible to immediately address all of the requests, for example building a large scale gymnasium, CVC believes there are many ways to help residents increase their opportunities to meet their neighbors and enjoy the community, which is what is driving many of these requests. For example, some suggested starting organized walking groups or other sporting activities, to increase awareness of the recreation facilities already on site such as the volleyball and basketball courts. Rather than build an indoor



gymnasium it was suggested that an outdoor fitness trail be incorporated throughout the campus taking advantage of the future urban forest, orchard, and other open spaces already on site. Residents also indicated a desire for more community activities and events. CVC currently hosts 4-6 large scale community events each year such as the Spring Festival and holiday events. However, it was suggested that we could increase the frequency of such events by planning small scale family activities that are resident driven or that require less resources to host, such as movie night or a barbecue. Finally, the residents ranked health care services as their number one choice for programming on site. While the idea of a clinic was already being explored, this resident feedback was the critical piece needed to propel the project further. CVC anticipates incorporating a community health clinic into its next phase of development, Cabrillo Gateway, planned to open in 2015.

“ I have had hope and growth my entire time here. CVC is a place you can grow. ”

~Resident's response from survey



MORE THAN HOUSING FIRST... HUMANS FIRST

SUPPORTIVE SERVICES

Overcoming homelessness is a process that doesn't simply end with housing. Residents need support in every aspect of this journey ranging from help with meeting their basic needs and providing shelter, to support and resources once they are permanently housed to maintain that housing. Our residents are offered more than just housing; a collaborative of over 20 partner agencies work together to provide emergency intervention, supportive services, ongoing programming, and event and activities to enhance their stay at the Villages. The following are descriptions of those Supportive Services offered onsite.

Residents have direct access to an array of supportive services through their housing program directly such as case management and counseling as well as through on-site partner agencies that offer additional services to all residents free of charge. All residents are also served through the Oasis Community Center which is the hub for all campus activities and resident services, which helps to coordinate and collaborate to ensure all resident needs are met effectively and efficiently.

CVC's Oasis Community Center offers programming that helps both adults and children through their path to self-sufficiency and stability. The Oasis Community Center is at the heart of CVC's larger Community Development plan that includes organizing regular community and family events that promote cooperation, increasing the engagement of residents, providing healthy recreational and educational activities, and promoting family cohesiveness and community connectedness.

The Oasis Community Center offers daily adult skill-building classes which increase residents' knowledge and capacity in five key areas: Career Planning, Parenting, Personal Growth, Financial Literacy, and Computer Competency. In addition to the group classes, the Center offers individualized help which includes an assessment of the client's needs, an open computer lab, advocacy, and hands-on assistance in developing and achieving these goals.

Los Angeles Habilitation House (LAHH) offers transitional and permanent employment, training and career opportunities in green janitorial services, record and document management (digitalization, storage, secure destruction), and administrative services (reception, filing, office support) to persons who live with mental and physical disabilities, including veterans. LAHH believes that by providing a supportive work place clients learn important transferable skills (e.g., critical thinking), gain confidence, and learn to take pride in both themselves and their work.

The Bethune Transitional Center is also housed on the CVC campus. This center is the hub for the coordination of services for all homeless students in the Long Beach Unified School District. Bethune works with school counselors and administrators to identify homeless students and then to provide services so that children can achieve academically.





“Eventually many of us residents must leave CVC and go back out into that greater community to succeed. The Oasis Community Center is the perfect launch pad for this endeavor.”

~Mr. Wilson,
Client of Oasis Center

To promote continuity and stability at a time when many things are unstable, Bethune ensures that homeless children have the opportunity to continue to attend the school in which they were last enrolled even if they were forced to move out of the district due to their housing circumstances. Bethune provides students with school supplies (e.g., backpacks, uniforms, books, etc.), coordinates transportation for students who must commute to school, and coordinates student placements.

Comprehensive Child Development (CCD) offers child care and a quality early childhood education curriculum for children whose parents work, are in job training, and/or are seeking permanent housing.

Century Villages Property Management (CVPM) works very closely with residents and services providers to offer every option possible to ensure its residents can maintain their housing. Century Villages Property staff expects and

understands that residents might on occasion require assistance with rent payments to maintain their housing. This assistance is provided in the form of a Payment Pledge or Payment Plan, allowing residents to schedule late rent payments or make arrangements to pay rent in arrears over a period of up to 12 months in order to assist them in stabilizing their financial situation. CVPM works in concert with each resident, Oasis Community Center, their case managers, or other agencies.

Veterans Village Recovery Center (VVRC) is an intensive outpatient substance abuse treatment program for veterans, operated by the Long Beach Veterans Administration HCS with Grant Per Diem housing by the United States Veterans Initiative for veterans.

V.A. Community Based Outpatient Clinic (CBOC) is a satellite outpatient clinic located at the Villages at Cabrillo for veterans. The clinic is managed by the Veterans Administration.

U.S. VETS Career Center and Work Re-entry Programs are designed to help veterans obtain and maintain employment. The programs address a variety of barriers veterans experience to employment, including lack of job skills, life skills, mental health and substance abuse issues. U.S. VETS operates both residential back-to-work programs and a Career Center on campus that offer employment assistance to all veterans.

In 2012, 82 payment pledges and/or plans were implemented by CVPM with a 72% success rate, thereby preserving their housing.

SUPPORTIVE SERVICES	NUMBER SERVED IN 2011	NUMBER SERVED IN 2012
Oasis Community Center	110 Adults 58 children	245 Adults 67 children
Los Angeles Habilitation House	34 adults	27 adults
Bethune Transitional Center	5,300 children	5,200 children
Comprehensive Child Development	69 children	85 children
Century Villages at Cabrillo Property Management	91 Payment plans/pledges	82 Payment plans/pledges
Veterans Village Recovery Center	233 adults	143 adults
U.S. VETS Career Center	Data unavailable	483 adults



MORE THAN NUMBERS THE STORIES OF SUCCESS

LIZ AND DERLIS' STORY OF HOPE, LOVE, AND FAMILY

Liz and Derlis started their journey together in Paraguay where they met, fell in love, married, and started their family with Liz's oldest daughter (Alma, now 14). Even as newlyweds their struggles began; Derlis lost his job, and with only one income, it became clear they could not survive. With a tip about a job, the family moved to California.

Derlis worked hard in his friend's business. They had three more children, with one more on the way. Sadly the business failed and they were again in dire straits. With no other choice, they went to the Department of Social Services for assistance. Given a one-time hotel voucher, the family now had a safe place to sleep. That, plus their meager savings, gave them enough cushion to get by while they sought help through the Multi Service Center (MSC) in Long Beach. They were given another hotel voucher and a referral to Century Villages at Cabrillo where they were accepted into a transitional housing program (TLC) on site. In the program, Derlis worked as an overnight janitor, the children were enrolled in school, and Liz took care of them and planned for the birth of her fifth child. Together they worked to find a permanent place for the family to call home.

During their stay, they not only received shelter in the TLC program but were also supported by the Oasis Community Center staff. They attended classes, received case management and job support, and the children joined the afterschool program. Shortly after giving birth to their son Asael, Liz and Derlis were informed that there was a space



at the Family Commons, the permanent supportive housing complex for families on site. The pieces were falling into place and Liz and Derlis were elated. Although they are grateful for the support and guidance they received from various agencies throughout their journey, their success came from their own determination, hard work and most importantly, because they never gave up hope that one day their family would be living the American dream in their own home.

The family continues to happily call the Villages at Cabrillo their home. They recently spoke at the Oasis Community Center's grand re-opening and in Alma's words said, "we are so thankful, there are not enough words to thank Oasis for welcoming in my family and helping them."

MEG'S STORY



Meg's last day with Los Angeles Habilitation House (LAHH) was in January of 2012. It was with tears but an embrace as Meg was moving off into the direction of living on her own, outside of the U.S. VETS Women's Advanced Program onsite which had been home for over a year. Meg was using a Veteran Affairs Supportive Housing (VASH) housing voucher and her employment with LAHH as a stepping stone in life. Meg, so full of gratitude for what she has been given by U.S. VETS, LAHH, Catholic Charities, and other service providers, that speaking with her, this gratitude is not only evident but contagious.

Meg came back to LAHH for one week to help fill in as LAHH trained a new Administrator. At that time, she had been living independently within the City of Long Beach for about 6 months. When asked "how are you," the smile and light in her eyes told everything. She is happy, making a home for herself, seeing her kids, and living a sober life.

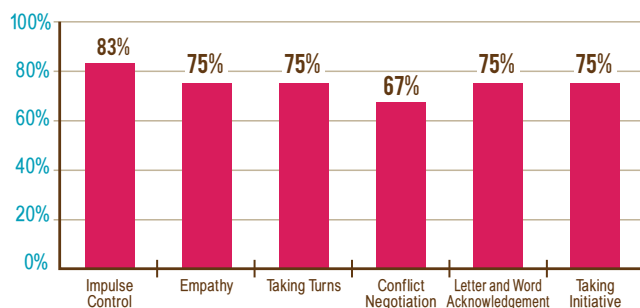


WORKING TOWARDS OUR FUTURE OUR CHILDREN'S SUCCESS

One of the most significant efforts to estimate the impact of CVC programming on children is Comprehensive Child Development's (CCD) ongoing assessments of children's social, cognitive and physical development. As a requirement of their funding from the California Department of Education, CCD evaluates each child twice yearly using the Desired Results System, a time-intensive assessment tool that provides ratings of children's development.

To get a sense of children's development, we can examine the percentage of children given the highest developmental ratings at the end of 2012 and compare this percentage to those at other CCD sites. Our analyses reveal that the 39 children enrolled in the CCD preschool program at CVC are developmentally on par with or more advanced than children in similar CCD child care settings. For example, 52% of children in CVC child care are at the integrating level in terms of self and social development (e.g., taking turns, engaging in cooperative play and negotiating conflict) as compared to 13% of children at other sites (range: 4%–30%). Similarly, 48% of children in CVC child care are at the highest developmental level in terms of cognitive development as compared to 20% of children at other CCD sites (range: 5%–35%).

**PERCENT OF PRESCHOOL CHILDREN MAKING
DEVELOPMENTAL PROGRESS IN 2012**



While these numbers are impressive and suggest that CVC child care is effective, the most compelling evidence that CVC child care positively impacts the lives of children they serve comes from our examination of children's developmental progress over time. We examined a sub-set of children (12) in CVC child care at two time points over the course of 2012.

Our analyses show remarkable developmental growth over time. That is, of those CVC children which are not already at the highest levels of development at the beginning of 2012, 83% made developmental progress in terms of impulse control. Further, 75% made developmental progress in showing empathy, taking turns, letter and word acknowledgement and taking initiative. Sixty-percent made progress in conflict negotiation. The fact that so many children made developmental progress is particularly noteworthy given the undeniable challenges faced by children's families including homelessness and economic instability.

**75% of children in CVC
childcare made developmental
progress in letter and word
acknowledgement.**

“ [CVC] gave me a place to find myself. ”

~Resident's response from survey





THE PROCESS

To complete the 2013 Social Impact Report (based on January through December 2012 data), we continued to draw upon the meaningful buy-in of partner agencies as we aggregated output and outcome information.

We engaged agency staff in critical discussions of how to develop a sustainable, reliable method of capturing data on a yearly basis from campus providers. A result of these discussions was the creation of a uniform reporting procedure and a common set of outcome indicators. As with last year, we also interviewed staff from many of the campus agencies to collect information about new programs, activities, and success stories.

We also strengthened our collaboration with the City's Health and Human Services Department, a vital partner in this year's process. On several occasions they were able to provide key data from their Homeless Management Information System (HMIS), a database into which most campus providers report. The Long Beach HMIS is a computer application that records client-level information on the characteristics and service needs of homeless persons served by the Long Beach Continuum of Care (CoC). HMIS is a valuable resource because of its capacity to integrate and separate data from homeless assistance and homeless prevention programs within the CoC. This technology helps the Long Beach CoC to improve service delivery, better understand homelessness, and evaluate the effectiveness of services. Their cooperation allowed us to verify our findings, ensure transparency, and avoid many of the challenges we faced in last year's efforts (e.g., dissimilar reporting periods across agencies, difficulty determining unduplicated clients, missing information, etc.).

New to this year's Social Impact Report was the collection of resident surveys. An important piece of demonstrating the Social Impact on the campus is to hear from the residents themselves. Questions on the survey tapped residents' perceptions about the physical site, property management, available services and amenities, and the program within which they participated. CVC staff worked with Dr. Beth Manke and her students at California State University, Long Beach to develop and administer a survey to collect this feedback. 24 undergraduate students manned "survey tables" and canvassed the CVC campus administering surveys to residents. Collectively, students spent 108 hours on campus collecting 300 surveys. The students worked closely with the Resident

Survey Team (comprised of CVC staff from several different departments) to develop and administer the survey. The Resident Survey team also played a key role in analyzing the results and making meaningful recommendations to the management staff to improve resident satisfaction and happiness on campus, and to address some of the programming or amenities residents would like to see. The team believes that while collecting all of this data was an important task, the real work and value is in how it is used. That is why the team appropriately titled the survey "Make A Difference."

The results of this year's effort is a comprehensive report written by the Social Impact Report Team including Brian D'Andrea, President; Steve Colman, Executive Director; Kimberly Crawford, Director of Community Development; and Dr. Beth Manke, independent evaluation consultant. The report includes both quantitative results reflecting the collective impact of CVC agencies and qualitative, personal stories and quotes that highlight this impact. Questions about the report should be directed to Kimberly Crawford at kcrawford@centuryvillages.org.



“ [CVC] is a secure, safe environment good for making personal progress. ”

~Resident's response from survey

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INDEPENDENT VERIFICATION

Following interviews with staff from the aforementioned agencies and the collection of agency-specific reports, I have independently reviewed and analyzed the underlying data in this report and am confident that, in all material respects, it fairly and accurately portrays the activities and outcomes of the Villages at Cabrillo campus for the period in question.



Beth Manke, Ph.D., Evaluation Consultant
Long Beach, California
March 17, 2013

ACKNOWLEDGEMENTS

CVC is profoundly grateful for the exemplary efforts of Dr. Beth Manke and the CSULB team over the course of this challenging project. We also would like to express our sincere gratitude to the City of Long Beach Department of Health & Human Services for their support of this process. We also salute all of our on site service provider partners for their participation in this report and most importantly, their tireless work to end homelessness.

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