



Villages at Cabrillo

# 2016

## SOCIAL IMPACT

R E P O R T



## Villages at Cabrillo Social Impact Report

2016

### OUR VISION

#### Why we do the work we do...

Century Villages at Cabrillo (CVC) deeply believes in the pursuit of social justice by providing dignified, affordable housing and economic opportunity within a supportive community.

### OUR VALUES

#### How we work...

**Dignity.** We respect the inherent dignity and resiliency of human beings.

**Hope.** We affirm the ideal of hope as an essential element of our community and believe in the capacity of our residents to empower themselves to lead productive lives.

**Collaboration.** We collaborate with employees, residents, and community partners.

**Excellence.** We require excellence in all we do.

### OUR MISSION

#### What we do...

CVC is a nonprofit community development organization that serves as the steward of the Villages at Cabrillo. CVC delivers property management, real estate development, and supportive services which aim to empower residents, restore health and inspire hope.



# LETTER FROM THE President & Executive Director

Welcome to the **2016 Villages at Cabrillo Social Impact Report**, our fifth edition, which highlights the collective achievements of our many partners at the Villages.

This past year has been one of substantial growth and change on our campus, where more than 2,000 residents, including more than 900 U.S. veterans, found a home and a vast array of life-transforming services. Among the highlights from 2015:

- Cabrillo Gateway opened, providing housing and services for 80 formerly homeless families and health care to more than 700 patients in a new 2,427-square-foot federally qualified health clinic on the ground floor. The facility expands our capacity to address health-care issues as components of an improved standard of living (photo, page 7).
- We broke ground on Anchor Place, soon to be home for 120 veterans and families, and began a ground-to-roof rehabilitation of our Social Hall, the central gathering place for residents.
- Our student internship program and volunteer opportunities continued to grow, enriching the lives of our residents and providing invaluable educational and career-development opportunities to university students (page 4).
- Our activities again had an enormous economic impact on Los Angeles County and, specifically, the greater Long Beach area, as shown in a study conducted by a third-party consultant (page 8).
- Empirical data continued to reflect tangible economic and quality-of-life outcomes in the lives of our residents (pages 10–13).

All of this could not have happened without the work of nearly 300 employees of CVC and our partner agencies — shown on the cover — who strive daily to bring respect, dignity and hope to our residents. It is the “Collective Impact” of their work — so crucial to the success of the Villages at Cabrillo — that we honor and celebrate in the following pages.

Thank you for supporting the Villages at Cabrillo. We hope you find this report valuable and we invite your comments to [socialimpact@centuryvillages.org](mailto:socialimpact@centuryvillages.org).



*Brian D'Andrea*

Brian D'Andrea,  
President,  
Century Villages at Cabrillo  
Senior Vice President,  
Century Housing Corporation



*Steve Colman*

Steve Colman,  
Executive Director,  
Century Villages at Cabrillo

# COLLECTIVE IMPACT

## CVC, partners share roadmap for collaboration

Breaking the cycle of chronic homelessness and fostering a foundation of health and hope require a comprehensive, collaborative approach, drawing on the skills, perspectives, and passion of many agencies — a concept that has more broadly been dubbed Collective Impact by Hanleybrown, et al., 2012. The Villages and its more than 20 partner agencies adhere to the five conditions of Collective Impact:



### COMMON AGENDA

All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed-upon actions.

#### AT THE VILLAGES:

Partner agencies have signed on to our Villages at Cabrillo Collaborative Agreement, a document that enshrines our shared commitment to restoring health and hope within the populations we serve.

### SHARED MEASUREMENT

Collecting data and measuring results consistently across all participants ensure efforts remain aligned and participants hold each other accountable.

#### AT THE VILLAGES:

Our annual Social Impact Report seeks to collect common data across partner agencies, utilize existing reporting resources like the Homeless Management Information System, leverage industry standards, benchmark progress, and serve as a catalyst for continuous improvement.

### MUTUALLY REINFORCING ACTIVITIES

Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

#### AT THE VILLAGES:

Partner agencies play distinct and reinforcing roles within the continuum of supportive housing, ranging from shelter operators, transitional-housing programs, health providers, and service providers for permanent supportive-housing residents. Periodic analyses seek to address deficiencies within our continuum, while our monthly activities at the Villages at Cabrillo Collaborative (VACC) and Villages at Cabrillo Partnership Advocacy Council (VACPAC) aspire to a coordinated approach.

### CONTINUOUS COMMUNICATION

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.

#### AT THE VILLAGES:

CVC fosters communication across partner agencies and residents through monthly collaborative meetings (VACC and VACPAC), work with tenant councils and regular resident engagement forums such as town halls and focus groups. CVC ensures that all stakeholders are informed and have a voice at the Villages by using a variety of communication outlets, including digital displays, community meetings, email blasts, quarterly newsletters, and social media.

### BACKBONE SUPPORT

Creating and managing Collective Impact require a separate organization with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

#### AT THE VILLAGES:

Century Villages at Cabrillo serves as the backbone to the Villages, providing professional staff, organizational stability, policy and advocacy support, and other corporate resources to fulfill the mission of the Villages. Further, we serve as the backbone of the VACC, supporting the monthly meetings and serving as champion of annual events such as the resident survey.

# A WINNING LESSON PLAN

Interns, residents grow together in wellness programs

At the Villages at Cabrillo, “Let’s Make Lunch” has become one of the must-do activities, with residents crowding the campus kitchen to sharpen knives – and their culinary skills – in twice-weekly cooking classes led by CVC’s occupational therapy interns.

The benefits of the cooking classes are varied and delicious: vegetarian chili with jalapeño cheddar corn muffins, harvest chickpea and kale soup, homemade hummus with whole-wheat pita triangles, and spicy Asian dragon noodles. But the rewards extend beyond the palate to better health, a sense of community and a stronger sense of well-being. Residents speak of the classes with joy and gratitude:

*“Cooking group teaches me about making healthy decisions, such as portioning what I eat.”*

*“I really enjoy learning to cook healthier meals for my mind and body ... to just be able to enjoy people and life no matter what situation we’re in. We can all mend together, even if it’s just over cooking and eating.”*

*“I am very grateful for cooking class. I have five kids at home, and before class, I wasn’t such a good cook. Now I can’t wait to get home to cook for my little ones.”*

The cooking classes are one of many offerings made possible because of CVC’s growing cadre of interns from local universities and colleges. In the past year, 71 student interns, service learners and volunteers – up almost fivefold from 15 in 2012 – staffed and led some 40 weekly groups and workshops. The students put in thousands of hours providing support for after-school programs, giving one-on-one assistance in computer labs, and helping with case management and counseling.

The intern program traces its start to 2008, when a small group from California State University Long



Occupational therapy student Katherine Tse and new Cabrillo Gateway resident Monique Jones prep veggies during a “Let’s Make Lunch” workshop.

Beach’s Center for Community Engagement and representatives of CVC’s service providers began discussions about creating a community center to bring additional resources to veterans and families at CVC. A Department of Housing and Urban Development grant helped launch the effort, and the Oasis Community Center was born late that year. Within three years, the

*“I’ve learned so much from the residents and staff here. It is a constant learning environment.”*

— Leila Zeschuytter, OT intern

*"I really enjoy learning to cook healthier meals for my mind and body ... to just be able to enjoy people and life no matter what situation we're in. We can all mend together, even if it's just over cooking and eating."*

— A Villages resident

center outgrew its humble bungalow beginnings and was moved to its current home in the middle of campus, allowing it to expand offerings.

Since 2012, the center has served as a communitywide resource for CVC's collaborative partners and residents and as a hub for hundreds of students who bring enthusiasm, knowledge and professional curiosity to share.

Today, interns and volunteers come from California State University Long Beach, California State University Dominguez Hills, University of Southern California, West Coast University, Long Beach City College, and Biola University. They hope to enhance their potential in careers in child development, psychology, sociology or liberal arts studies, as well as occupational therapy, social work and even business, with some MBA students doing business planning with CVC service providers. All find that they, too, are beneficiaries in ways they hadn't imagined.

Leila Zeschuytter, a Cal State Dominguez Hills Masters of Science-Occupational Therapy student says, "I've learned so much from the residents and staff here. It is a constant learning environment. And you're creating your own learning. That's very satisfying. I feel very invested here. Because not only are you contributing to the program development, you're contributing to your own development and to the overall goal of this amazing place."

Other current and former interns report similar experiences that have benefited them professionally and as people.

Annie Bravo, a former CVC intern who is now an occupational therapist with

the L.A. Unified School District, says her internship "clarified for me the impact of homelessness on families — especially children and teens — how it can affect their development, and make it more challenging to succeed socially and academically. It reaffirmed my desire to work in pediatrics."

Likewise, Gary Gerlinger, a former intern who was completing his dual Masters in Public Health and Nursing at Cal State Long Beach, said, "Getting to see real people struggle with real, daily issues — like trying to turn their

(Continued on page 6)

## TEAMWORK IN ACTION

Many people dedicate their time, talents and energy to making a difference at CVC, including a robust cast of interns, volunteers and students. In 2015:

**898**  
individuals  
put in unpaid service

**30,140**  
hours of work  
were posted

**\$831,548**  
value of that work  
as estimated by

The Independent Sector,  
a network for nonprofits  
based on a rate of \$27.59  
per hour in California

## FINDING HER MISSION AT CVC



Kaitlyn teaches Anthony, Ethan and Ke'Andre how to build birdhouses out of gourds.

For one Cal State Long Beach student, interning at Century Villages was the first step in launching her career and eventually joining the Century Villages team as a full-time employee.

Kaitlyn Taylor was nearing graduation at CSULB, where she focused on child development, but felt she needed broader experience in the social services field. CVC seemed like the right place, she says, "because of the variety of services offered and because it would be the best place to gain experience with a diverse population of clients."

Her placement in the Oasis After-School Program was a perfect fit. She loved working with the children and teamed up with other staffers to enhance and expand children's programming and work on community events.

"Kaitlyn was an extraordinary intern, and it was apparent from the beginning that she was an asset to CVC," says Kimberly Crawford Wee, CVC's Director of Community Development, who oversees the Oasis Center.

After graduating, Kaitlyn was hired as a temporary camp counselor for the Oasis Summer Camp and in 2014 became Children's Services Coordinator. Her work has expanded to include community development, volunteer and intern supervision, adult life skills and parenting instruction.

Her time at CVC, she says, has improved her understanding of mental health, domestic violence, child development, and the complex issues facing individuals experiencing homelessness.

"I find that I am always developing new skills and constantly learning from the clients. The children keep me on my toes with their energy, curiosity, and enthusiasm."

(Continued from page 5)

life experience into a resume — was eye-opening. The issues facing people can be multifaceted and involve a tremendous amount of resources to effectively support them to their maximum state of independence and wellness.”

While CVC providers gain by having reinforcements to help provide clients with immediate, direct access to assistance, the universities also benefit.

The Saturday MBA program at Cal State Long Beach has, for the past seven years, taken on a specific project, teaming with CVC and/or another service provider to focus on sustainable business development. Professor Ingrid Martin says her alumni talk about how some special moment was a turning point in their life.

“The MBA students, many of whom are mature professionals, come to realize through a community project with organizations like CVC that earning an MBA degree brings value to society beyond the for-profit business model.”

Other collaborators include the USC and Cal State Dominguez Hills Masters of Science in Occupational Therapy programs, which have recognized

the importance of fieldwork in the education of their students and which invest considerable faculty time in supervising and planning field placement. Noting the broader impact of the internship program, Diane Mayfield, CSUDH Academic Fieldwork Coordinator, said, “As this program grows, the university will benefit from the national exposure in Occupational Therapy Fieldwork Education. CVC has been instrumental in creating a culture of mutual exchange between the different universities.”

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for cooking class. I  
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— A Villages resident

USC also helped CVC expand much-needed therapeutic services at Cabrillo Gateway with the placement of Carla Murillo, a full-time Masters of Social Work intern, who provides therapeutic case management.

“I knew CVC was the place I wanted to intern when I learned about the extensive collaboration needed to end homelessness,” Carla says. “I wanted to be part of an organization that placed the individual first, and I truly believe that CVC does that.”

In the end, however, the intern program is about the residents and its impact on their lives and futures. For individuals overcoming trauma, struggling with homelessness, addiction, and mental health issues, helping to nurture a vegetable garden or participating in a wellness walk through an urban orchard, coupled with a mindfulness exercise, can lead to reconnecting with friends and family and have far-reaching, life-changing effects, as illustrated in the words of one resident:

“My dad was a chef, and I would love to take after him and be like he was. I feel like when I cook, I could find my happy place, and I am able to be myself.”

Volunteer Aimee Uresti helps Jeremiah with his homework during an Oasis After-School Program session.



# HIGHLIGHTS

## 2015

### TOWN HALL FOCUSES ON VETERANS' ISSUES

In October, CVC hosted Veterans Administration Secretary Robert A. McDonald and other dignitaries for a town hall addressing both the VA's efforts to end homelessness and the master plan for the West Los Angeles VA. Approximately 150 people on hand, and others tuning into a live Internet broadcast, heard speakers McDonald, CVC President Brian D'Andrea, Long Beach Mayor Robert Garcia, and U.S. Vets Program Director Brenda Threatt.



### GREEN EXPANSION

Cabrillo Gateway, a mixed-use supportive-housing development, opened in August, earning a top environmental "Platinum" LEED designation from the U.S. Green Building Council, and making it possible for our campus population to grow to more than 1,300 individuals on any given night. A new federally qualified health clinic operated by The Children's Clinic opened on the facility's first floor.



### MAKING WAY FOR ANCHOR PLACE

On Veteran's Day, representatives from more than a dozen providers diligently planned and put in many hours relocating gardens on campus in preparation for the construction of Anchor Place, a new housing development on campus. Special thanks to the Occupational Therapy students and residents from American Indian Changing Spirits for their leadership, as well as to the 50 dedicated volunteers from Bank of America; Molina Healthcare; Century Villages at Cabrillo; Century Housing; U.S. VETS; and faculty and students from Cal State Dominguez Hills, Cal State Long Beach, USC, and our landscape company, BrightView, which provided tools, soil, mulch and staff.

### VETERAN 'AMBASSADORS' ON DUTY AT TRIAGE EVENT

CVC staged its first Veteran Triage Event in January as hundreds of volunteers hit the streets for the City of Long Beach's Point-In-Time Count. CVC, U.S. VETS, and the City's Health and Human services team set up a resource center in the Social Hall for veterans identified as homeless, bringing together service providers from several agencies, outreach workers, and current CVC client veterans, who served as ambassadors to help 18 fellow vets in attendance. Said one veteran ambassador, "I really enjoyed doing this because I understand where these guys are coming from." The triage team provided linkages to the VA, counseling and case management services, clothes, food, toiletries, medical assessments, showers, and even housing for one of the veterans that day.



### Congratulations to Villages at Cabrillo's STAFF PERSON & SERVICE PROVIDER OF THE YEAR

William Carpenter, kitchen manager at U.S. VETS, and Project Return Peer Support Network's Hacienda of Hope were named Staff Person and Service Provider of the Year, respectively, at CVC's 5<sup>th</sup> Annual Partner Appreciation Luncheon in June.

The event also honored and thanked the dedicated staff of more than 20 agencies who work toward the collective mission of ending homelessness and enriching lives at the Villages at Cabrillo.

Nominated by their peers, Williams was recognized for his outstanding service to veterans and for embracing and promoting the true collaborative spirit at Century Villages at Cabrillo, and Hacienda of Hope was cited for its ongoing commitment to the Villages' mission and for its collaborative promotion of wellness and health in the community.



Project Return Peer Support Network's Hacienda of Hope, Service Provider of the Year



William Carpenter, kitchen manager at U.S. VETS, Staff Person of the Year

# A RISING TIDE

## The Villages lifts Long Beach/LA area economy

Century Villages at Cabrillo and its many partner agencies provide a vast array of services to help end the scourge of homelessness, restore health and give new hope to more than 2,000 residents at its Long Beach community. But the transformative work of the hundreds of dedicated staff, volunteers and student interns reaches far beyond the boundaries of the Villages at Cabrillo, resulting in more than \$42.6 million of economic output in Los Angeles County in 2015, according to a new study commissioned by CVC.

"The economic impact study validates what we've anecdotally known about the operations at the Villages: that CVC and our partner agencies make significant contributions to the local economy while promoting the health

and recovery of vulnerable populations and creating positive social impacts," remarked Brian D'Andrea, Senior Vice President at Century Housing and President of the Villages at Cabrillo.

The numbers in the analysis by David Primm, president of Primm Research, a Pittsburgh, Pa.-based market research and analysis firm, are impressive.

### CVC TOTAL IMPACT

*Driven by campus operations of both CVC and its service provider partners, CVC's total economic contributions in 2015 included:*

**\$42.6  
MILLION**  
in economic  
output in  
Los Angeles  
County

**623  
JOBS**  
supported

**\$23.3  
MILLION**  
in household  
earnings

# CVC REAL ESTATE DEVELOPMENT IMPACT

CVC's real estate development activity over the years has had a significant impact on local businesses and industries, including consultants, engineers, contractors, utilities, and other real estate and facility management businesses. During the past three years, CVC's real estate development activities supported:

**\$72 MILLION**  
in economic output in Los Angeles County

**375 JOBS**  
supported

**\$18.7 MILLION**  
in household earnings

The three-year numbers are driven largely by Cabrillo Gateway construction, which alone contributed nearly **\$29.5 million** of direct expenditures, while approximately **\$9 million** was spent on capital projects such as the Urban Forest, a campus maintenance facility, solar-powered carports, and predevelopment and preconstruction activities on Anchor Place, totaling approximately **\$38.2 million** of direct output for 2013 through 2015. The multiplier effect contributed an additional **\$33.8 million** of economic output within the construction industry and its related suppliers such as architectural and engineering firms, real estate, and retail outlets.

# EASING THE COST OF HOMELESSNESS

As housing and supportive service providers, CVC and its partners make a significant contribution by helping to reduce the cost of homelessness that otherwise would be borne by local communities and governments:

**\$2,897**  
average monthly public cost of serving a homeless individual outside of supportive housing (Flaming, et al., 2009)

**73% MORE COST EFFECTIVE**

**\$777**  
estimated monthly cost at CVC

# MEASURES OF PROGRESS

A place to call home is a start toward prosperity

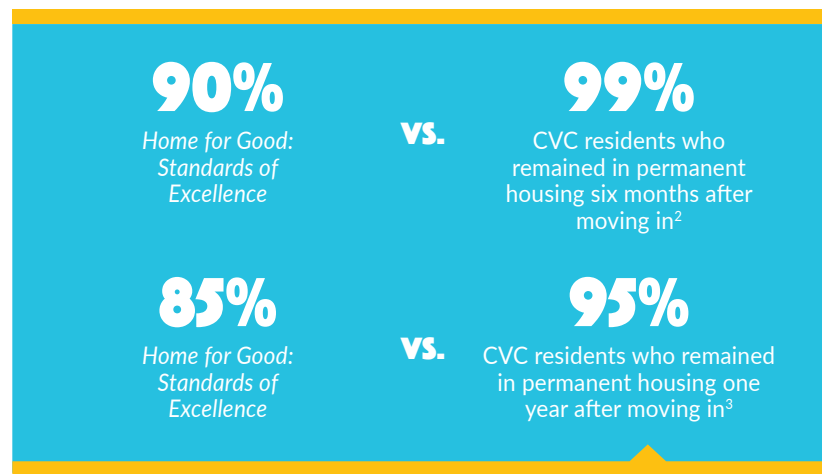
Housing stability and income growth are two main indicators of program success used by the U.S. Department of Housing and Urban Development.

## MEASURING HOUSING STABILITY

Housing stability is defined as the ability to obtain and maintain permanent housing. We estimate housing stability first by examining the percent of residents in emergency or interim housing<sup>1</sup> who, upon exit, moved to permanent housing. The United Way's *Home for Good: Standards of Excellence* suggests that one hallmark of a high-quality interim housing project is when 40% of all exiting residents move on to permanent housing.



Housing stability also can be estimated by examining the percent of permanent housing residents who remain in their unit or exit to other permanent housing six months and one year after moving in. *Home for Good: Standards of Excellence* suggests that programs aim for 90% six-month and 85% one-year housing stabilization rates.



<sup>1</sup>Emergency housing is defined as 90 days or fewer. U.S. Department of Housing and Urban Development defines interim housing as lasting up to two years.

<sup>2</sup>Permanent residents who moved in after June 30, 2015, and were still in residence on December 31, 2015, were not included in the calculation of the six-month housing stability rate as they had yet to pass the six-month housing mark.

<sup>3</sup>Permanent residents who moved in after January 1, 2015, and were still in residence on December 31, 2015, were not included in the calculation of the one-year housing stability rate as they had yet to pass the one-year housing mark.

## INCOME GROWTH

Many residents increased their income in 2015. The compound annual growth rate for permanent housing resident incomes was 5.46%. That is 1.59 percentage points, or 41%, higher than the national income growth rate for a comparable period and 3.81 percentage points, or 231%, higher than income growth in the Los Angeles/Long Beach Metropolitan Statistical Area.

### RIISING INCOMES

	Century Villages at Cabrillo	United States	Los Angeles/Long Beach
2015	5.46%	3.87%	1.65%
2014	4.60%	3.03%	3.06%

Source: Income Growth Data Provided by the U.S. Bureau of Economic Analysis: <http://www.bea.gov/itable/>

What this means in practical terms is that a resident who moved into CVC permanent housing and received \$12,000 a year in income theoretically could expect, after living on site for a year, to receive or earn an additional \$655 a year, \$457 more than a Los Angeles/Long Beach resident starting with a similar annual income.

## RENTAL SAVINGS

CVC's continuum of affordable, supportive housing provides opportunities for residents to save significant monthly sums that otherwise likely would be paid in rent to private landlords. We looked at data on all rental units (studio, one-, two-, three-, and four-bedroom apartments) and the range of rents paid by residents to find:

**\$682**

average monthly savings for permanent housing residents per household as compared to households paying fair-market rents in the LA/Long Beach Metropolitan Statistical Area, up from \$560 in 2014.

**\$2.5 MILLION**

total saved by CVC residents over LA/Long Beach fair-market rents, an increase of \$450,959 over the amount saved in 2014.



# WHAT WE LOOK LIKE

Our campus population in 2015

## RESIDENTS

	ADULTS	CHILDREN	TOTAL
Short-term Housing	112	181	293
Transitional Housing	559	178	737
Permanent Housing	741	308	1049
<b>TOTAL</b>	<b>1412</b>	<b>667</b>	<b>2049</b>

## VETERANS

	NUMBER HOUSED
Short-term Housing	11
Transitional Housing	438
Permanent Housing	465
<b>TOTAL</b>	<b>914</b>

The total of 914 veterans living at CVC in 2015 is up from 866 in 2014.

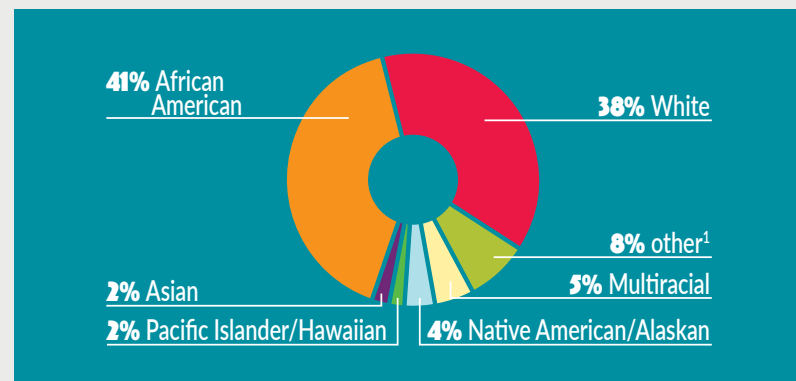
## STAFF

**292**  
total

**199**  
full time

**93**  
part time

## RACE



472 individuals, or 22% of residents, across several racial categories also identify as Hispanic/Latino.

<sup>1</sup> Includes unknowns and refused to answer. Source: CVC Property Management and Annual Progress Reports generated by the City of Long Beach's Homeless Management Information System

# A CONTINUUM OF CARE

Partners play unique roles in transforming lives

Providing affordable housing, while a key component, is not enough to help low-income families and individuals overcome homelessness and maintain housing stability. Thus, CVC and more than 20 partner agencies provide a wide range of services to help residents move toward self-sufficiency and stability.

These include asset-building classes focused on workforce development and financial literacy, employment placement and training, counseling and mental wellness programming, substance abuse treatment, on-site health care for veterans and families, and services for children including tutoring and assessment, child care, and comprehensive youth programming.

## BUDGET AND FUNDING

For the fiscal year 2015, \$14.6 million was leveraged at the Villages to underwrite services to individuals,

families and children. To operate and maintain the property on-site, Century Villages at Cabrillo incurred an additional \$4.8 million, bringing total expenditures for resident housing and services to approximately \$19.4 million. An additional \$6.2 million was provided for a food service program run on-site by Comprehensive Child Development, an agency that administers funding for outside child-care providers.

## RENTAL ASSISTANCE

Century Villages Property Management supports permanent housing residents

who are having difficulty paying their rent by offering financial assistance through payment plans and pledges. These types of arrangements allow residents to maintain their housing as they work to get their finances in order.

In 2015 ...

**100** payment plans/  
pledges negotiated  
by CVC

**98** households  
successfully  
retained their  
housing



# RESIDENTS, STAFF WEIGH IN

## CLIENTS HAVE POSITIVE OUTLOOK ABOUT CVC

In spring 2015, 163 residents participated in our fourth-annual Resident Survey Project, which was administered with the help of Cal State Long Beach students and faculty. Questions focused on four areas that are deemed to contribute most to individuals' attachment to their communities: social offerings, acceptance, aesthetics, and safety.

Understanding residents' attachment to CVC is important because residents who are more attached to their communities take greater pride in their surroundings, have a more positive outlook on the community's future, are less likely to want to leave, and are more likely to actively contribute to their community's economic growth (Knight Foundation, 2010).

## A RANGE OF SERVICES

	ADULTS	CHILDREN	TOTAL
Bethune Transitional Center	1,500 <sup>1</sup>	4,000 <sup>1</sup>	5,500
Comprehensive Child Development - Child Care		109	109
Comprehensive Child Development - Food	670 licensed family care providers	6,030	6,700
Los Angeles Habilitation House (LAHH)	25		25
Oasis Community Center: 2,000 visits to the Center	290	157	447
Path Explorers After-School Program		80	80
Project Return Peer Support Network's Hacienda of Hope and Hopewell	229		229
School on Wheels	180 tutors trained on-site	211 CVC children tutored	391
The Children's Clinic	660	49	709
VA's Primary Care Outpatient Clinic: 3,533 visits to the clinic	1,194		1,194
Veterans Village Recovery Center	150		150

<sup>1</sup> Homelessness as defined by the McKinney-Vento Homeless Assistance Act of 2011, Title X, Part C of the No Child Left Behind Act- Sec 725.

In our 2015 survey ...

**81%** said they are satisfied with the number of community social events

**93%** agreed that they are treated with dignity and respect by CVC property management and Oasis staff

**93%** agreed that CVC landscaping is beautiful

**82%** said they feel safe at CVC

**83%** reported that they are somewhat or very happy living at CVC

## STAFF IN SYNC WITH MISSION

In 2015, for the first time, we surveyed 102 agency staff about their experiences on the CVC campus. More than **90% of staff reported that their agency's missions and goals are in line with CVC's overall mission** and that they feel part of a larger mission to help veterans and families. The No. 1 benefit of working on the CVC campus, they say, is the collaboration among agencies that allows service providers to best meet the needs of residents.

# ABOUT THIS REPORT

## EVALUATION PROCESS AND INDEPENDENT VERIFICATION

Just as the management of housing and supportive services is a collaborative effort, so too is the estimation of the collective impact of agencies at the Villages at Cabrillo. Information in this report was gathered from many sources, including agency reports, online surveys of agency representatives, resident surveys, the Century Villages at Cabrillo permanent housing property management system, and publicly available databases on income growth and rental savings. We also collaborated with the City of Long Beach Department of Health & Human Services to obtain key data from its Homeless Management Information System. And, new to this year's report, we include data from the first campus-wide staff survey and an economic impact study conducted by Primm Research, a market research and analysis firm.

Throughout this report summary statistics are provided; more detailed findings are available upon request. 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 for 2015.

*Beth Manke*

Beth Manke, Ph.D.; Evaluation Consultant  
Long Beach, California  
May 10, 2016

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For further information about this report or to receive copies, please contact us at [socialimpact@centuryvillages.org](mailto:socialimpact@centuryvillages.org).



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COVER, PAGE 14 & ABOVE PHOTO: Some of the 292 service providers working at Century Villages at Cabrillo gather for an aerial drone photo to demonstrate the scope of their collective impact. Photos courtesy of Zhejia Dai.