



2017

VILLAGES AT CABRILLO  
**SOCIAL  
IMPACT**  
R · E · P · O · R · T



# WELCOME

## MESSAGE FROM THE PRESIDENT & EXECUTIVE DIRECTOR

Welcome and thank you for reading the 2017 Villages at Cabrillo Social Impact Report, our sixth edition, which presents the many achievements of CVC and our partners in 2016.

In the pages that follow you will learn about the continued evolution and growth within our community:

- Our guiding principles, known as “Collective Impact,” have been updated to refocus our measurement tools on real-time input, more authentically engage residents in decision-making, and introduce flexibility in partner roles, while CVC acts as the container for change to make growth possible. (Page 3)
- Our physical growth continued with a groundbreaking for Anchor Place, which will soon be home to 120 new families and bring many new amenities to our community, including an exercise studio and a new Long Beach Transit bus terminal. We also celebrated the reopening of our remodeled Social Hall. (Page 5)
- Our civic engagement was on display as we welcomed Gov. Edmund G. Brown Jr. and State Sen. Ricardo Lara on campus for the signing of the Super Pollutant Reduction Act. And, for the first time, we became an official polling place for the November election, drawing a huge turnout of voters. (Page 5)
- Our ongoing role as a learning center for local colleges continued to grow, with 252 student interns providing more than 19,000 hours of support to our residents and partnering agencies. (Page 7)
- Residents spoke up in focus groups and took a hands-on role in making their community safer, more hospitable to newcomers, and more socially cohesive. (Page 8)
- Data collected by Beth Manke of Cal State Long Beach continued to show housing stability and income improvements that exceed industry standards (Pages 9-11), as well as high resident satisfaction with the CVC campus and its staff. (Page 8)
- We launched Pathways to Health, a major communitywide initiative this year, to take a more holistic approach to our residents' health and well-being. CVC and its partners also sponsored ongoing healthful activities for residents, including holiday festivals, cooking classes, and yoga. (Page 13)

The empirical data presented here reflect the hard work of our many partners, their staffs and volunteers. Because this report would not be complete without hearing from residents whose lives have been transformed at CVC, we offer three powerful stories that exemplify what is happening daily at The Villages.

On behalf of all of our partners and residents, 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**  
President,  
Century Villages at Cabrillo

Senior Vice President,  
Century Housing Corporation

**Steve Colman**  
Executive Director,  
Century Villages at Cabrillo

## 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 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 that aim to empower residents, restore health and inspire hope.

## 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.



# WORKING TOGETHER

An evolving and expansive vision taps the strengths of our partnering agencies and CVC to alleviate homelessness.

Homelessness persists in Los Angeles County, with more than 46,800 persons living on the streets or in emergency shelters on any given night. In Long Beach, that number is estimated at more than 1,800 based on 2017 point-in-time data.

In a recent memo titled “State of Homeless in Long Beach,”<sup>1</sup> the city of Long Beach has laid out strategies to address the issue, noting that an integrated, coordinated approach between the city and nonprofits like Century Villages at Cabrillo is essential to making progress.

At The Villages, coordination of place-based services involving 20 agencies has been our approach for more than two decades. This concept was dubbed “Collective Impact” in 2011 by John Kania and Mark Kramer<sup>2</sup> and was updated as “Collective Impact 3.0”<sup>3</sup> in 2016 by Mark Cabaj and Liz Weaver of the Tamarack Institute. Their update included renaming the concepts, as shown below with the 2011 terminology.

*We see our role not as a leader solely responsible for the success of the collective, but as a container for change.*

## COLLECTIVE IMPACT: AN EVOLVING FRAMEWORK

**Community Aspiration (formerly Common Agenda)** Villages at Cabrillo Collaborative members work to create shared language and articulate a shared mission and goals. The mission “to collaboratively promote the healthy transformation of individuals, families, and our community” is separate from individual agency missions, and embraces a much larger vision that aspires to achieve goals far beyond what any one agency could achieve alone.

**Strategic Learning (formerly Shared Measurement)** For many years, CVC and its partners have shared our story in our Social Impact Report, which seeks to collect and aggregate common data across partnering agencies. This annual assessment is just one tool in a much more comprehensive strategy for change. Thus, our measurement systems have evolved to focus more on actionable data and lessons learned, and to include ongoing, real-time input from residents in decision-making and program development.

**A Focus On High-Leverage and Loose/Tight Working Relationships (formerly Mutually Reinforcing Activities)** Partnering agencies play distinct and reinforcing roles, including providing shelter or transitional housing programs, physical and mental health services, case management for permanent residents, and community-building activities. While collaboration has streamlined services and reduced duplication, we recognize that flexibility and even competition are important to our success. To this end, we are constantly evaluating and adapting our policies, programs, and structure to create greater access and better outcomes.

**Authentic Community Engagement (formerly Continuous Communication)** CVC has sought to foster communication across partnering agencies through monthly meetings, publications, emails, and more. To more authentically engage our residents as true stakeholders, CVC now convenes monthly town hall meetings, giving residents a forum to communicate their concerns, hold us

accountable as service providers, and build trust among residents and staff. We also conduct periodic focus groups on specific issues (e.g., campus safety) and recruit residents to participate in campus decisions and program development. We believe that treating residents as partners with assets for solving problems is vital to their taking ownership of their community and our collective initiatives.

**Container for Change (formerly Backbone Support)** CVC has served 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. However, we see our role not as a leader solely responsible for the success of the collective, but as a container for change — supporting, motivating, and creating a space for our partners to innovate and grow.

<sup>1</sup> <http://www.longbeach.gov/citymanager/media-library/documents/memos-to-the-mayor-tabbed-file-list-folders/2017/march-9,-2017---state-of-homelessness-in-long-beach/>

<sup>2</sup> Kania, J., & Kramer, M. (2011). Collective Impact. Stanford Social Innovation Review retrieved from [http://SSIR.org/articles/entry/collective\\_impact](http://SSIR.org/articles/entry/collective_impact)

<sup>3</sup> Cabaj, M., & Weaver, L. (2016). Tamarack Institute (<http://www.civiccanopy.org/summit/collective-impact-3-0-liz-weaver-mark-cabaj/>)





# 2016 HIGHLIGHTS

This past year has been one of substantial growth and change on our campus, where more than 2,000 residents found a home. Among the highlights from 2016:

**PARTNERS HONORED** CVC hosted its Sixth-Annual Partner Appreciation Luncheon and Awards ceremony on a beautiful, sun-filled day in June. The beach-themed luau provided CVC the opportunity to thank our service provider partners and individual and corporate donors, as well as the volunteers who have donated thousands of hours of support. More than 160 partners attended. Long Beach City Councilman Roberto Uranga spoke and presented certificates of recognition to the winners.



John Oppenheim, left, Volunteer of the Year, is congratulated by CVC Executive Director Steve Colman.



Shari Weaver, center, of Harbor Interfaith Services, receives Staff Person of the Year award from Long Beach Councilman Roberto Uranga and CVC's Kimberly Crawford Wee.



The VA Long Beach Healthcare System was named Partner of the Year.



## ▲ A PLACE TO VOTE

For the first time, and with much fanfare, The Villages became an official L.A. County polling place for the November election, thanks to the “Place Make the Vote” event coordinated by design studio City Fabrick. The Election Day events were held around Long Beach to expand civic engagement and encourage voting using pop-up social spaces at polling locations in historically low-voting precincts. City Fabrick noted that turnout totaled more than 400 individuals in a precinct with 1,000 eligible voters — a big increase over previous elections, which saw turnouts in the 20–30 percent range.



**PLACMAKE  
THE VOTE**



## ▲ VILLAGE JAMMIN'

In September CVC was pleased to partner with The Rock Club Music Is the Remedy to launch its own resident music program, called The Village Jam. The Rock Club is a nonprofit dedicated to improving the lives and well-being of veterans, at-risk youth and other groups through music instruction, education, and mentoring. Professional musicians coached 11 residents and several student interns in weekly rehearsals leading to performances at our Social Hall grand reopening in November and our Winter Festival in December.



## ▲ POLLUTION SOLUTION SIGNED

Gov. Edmund G. Brown Jr. joined elected, environmental, and civic leaders in Long Beach at the Villages at Cabrillo in September as he signed into law SB-1383, the Super Pollutant Reduction Act, which was sponsored by State Sen. Ricardo Lara of Long Beach. CVC was proud to host such a historic moment because the law establishes the nation's toughest restrictions on destructive super pollutants, including black carbon, fluorinated gases and methane. Reducing these pollutants will have a beneficial impact on climate change and communities like ours in Long Beach.



▲ **ANCHOR PLACE HOMES UNDERWAY** CVC celebrated the groundbreaking of Anchor Place in April. Anchor Place, which is to open in fall 2017, is a \$54.1 million, 120-unit supportive housing development that will provide homes for families and veterans.

▲ **A GRAND REOPENING** In November we celebrated the grand reopening of our Social Hall and U.S.VETS Career Center. The transformation of the space was rightfully outshined by residents' sharing of inspiring stories of how the hall played a special role in their personal transformation at The Villages. We also paid tribute to retiring Los Angeles County Supervisor Don Knabe, who leaves an incredible legacy of support at The Villages.

## ▲ MEDIA CENTER GOES DIGITAL

In March The Villages opened a public-access digital network satellite center, providing a great resource to residents and the community. Working with Long Beach Community Action Partnership, the center offers two field packs with professional video equipment for checkout, an editing bay with state-of-the-art editing capabilities, and access to media-training classes.



# OUR PARTNERS

## HOUSING PARTNERS

The Villages at Cabrillo partners offer a continuum of housing options for veterans, individuals and families that include emergency shelter (typically 30 days), transitional programming (typically six months), as well as permanent housing.



Emergency shelter for individuals and families



Transitional housing program



American Indian Changing Spirits Substance abuse treatment program for Native American men



Permanent supportive housing for individuals and families



Transitional housing programs for veterans

## SUPPORTIVE SERVICES PARTNERS

While housing is an essential component to solving homelessness, simply providing shelter or even permanent housing does not resolve the many issues our residents face. Century Villages at Cabrillo uses a collaborative, place-based model to provide a robust network of supportive services to residents to ensure that they retain housing and achieve greater well-being.

Supportive services for families in permanent housing, communitywide adult enrichment classes, health and wellness programming, community center and children's programming (353 adults, 113 children served in 2016)



Affordable child care provider and nutrition program (155 adults, 161 children in child care centers; 756 adults, 6,099 children in nutrition program)



Job opportunities for persons with disabilities (26 adults)



Supportive services for families in permanent housing and after-school programming (76 adults, 80 children)



Short-term residential peer respite program for people living with mental illness (117 adults)



Federally Qualified Health Clinic for adults and children (720 adults, 636 children)



Supportive services for veterans in permanent housing (479 adults)

VA Long Beach Healthcare System - Veterans Village Recovery Center (VVR) Primary Care Outpatient Center (PCOC)



Recovery treatment and health clinic for veterans (154 veterans at VVR and 660 at PCOC)



Supportive permanent housing for chronically homeless (13 adults)

## COMMUNITY PARTNERS

Building Healthy Communities, California State University Dominguez Hills, California State University Long Beach, City Heart, City of Long Beach Health and Human Services, Department of Mental Health, Goodwill SOLAC, Housing Authority of the City of Long Beach, Long Beach Alliance for Children with Asthma, Long Beach Community Action Partnership, Long Beach Police Department, Long Beach Fire Department, Long Beach Time Exchange, Long Beach Unified School District, Mental Health of America Los Angeles, The Rock Club Music Is the Remedy, School on Wheels, St. Mary Medical Center, The Guidance Center, The H.O.P.E. Foundation, University of Southern California, Veterans Yoga Project





# BY THE NUMBERS

## BUDGET

For the fiscal year 2016, \$15.1 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 \$5.1 million, bringing total expenditures for resident housing and services to approximately \$20.2 million. An additional \$6.1 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.

## 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)

**\$837**

estimated monthly cost at CVC

**71%**

more cost effective

## WHAT WE LOOK LIKE

### RESIDENTS

	ADULTS	CHILDREN	TOTAL
Short-Term Housing	70	126	196
Transitional Housing	646	131	777
Permanent Housing	742	294	1036
<b>TOTAL</b>	<b>1,458*</b>	<b>551</b>	<b>2,009</b>

\* Includes 987 veterans, up from 914 in 2015.

### STAFF

<b>283</b> TOTAL	<b>196</b> FULL TIME	<b>87</b> PART TIME
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### INTERNS AND VOLUNTEERS

	NUMBERS	HOURS
Volunteers	743	10,958
Interns	252	19,287
<b>TOTAL</b>	<b>995</b>	<b>30,245</b>

**\$860,759** value of that work as estimated by The Independent Sector, a network for nonprofits, based on a rate of \$28.46 per hour in California.



## RESIDENTS TALK SAFETY

Since 2012, a vast majority of residents have said they feel safe on campus. When the number saying so declined in 2016, CVC held focus groups to find out why. Residents brought insights, energy and a hands-on willingness to make CVC safer.

Dana, a longtime resident of Family Commons at Century Villages at Cabrillo, knows that feeling safe where you live is essential to physical and emotional well-being for both children and adults. Dana also believes that promoting safety at CVC is a collective effort, one that requires everyone's involvement.

"We need to build bridges between groups of residents on campus. We need to feel a collective responsibility for promoting safety," Dana said at a recent focus group CVC conducted to hear staff and resident concerns about safety on campus.

Dana was one of more than 30 staff members and transitional and permanent residents who participated in three focus groups starting in late 2016. CVC wanted to find out why residents felt less safe on campus after its annual Resident Survey in 2016 had found that 79% of residents said they felt safe — a 16% decline from the 94% who had said in 2013 that they felt safe.

The sessions gave residents an opportunity to talk more extensively about how safe they feel, what makes them feel safe and/or unsafe, and what they and CVC could do to increase safety. The discussions also illustrated how, within the Collective Impact principles (page 3) guiding CVC and its partners, residents are becoming more engaged in interpreting our survey results and in creating shared priorities for addressing safety concerns.

Several themes emerged from the focus groups:

**Safety is relative.** Despite the decline shown in the 2016 survey, several focus

group participants remarked that they do feel much safer at CVC than they did when they were homeless. And residents do appreciate the safety measures currently in place at CVC. Thus, resident suggestions to improve safety were interpreted as requests to build on what is already a safe campus for families and veterans.

**Lack of social cohesion can lead to feelings of isolation and decreased safety.** Residents need to feel connected to their place of residence and know their neighbors if they are to feel safe. Several residents indicated that with the growth of CVC (e.g., the addition of Gateway), it

### FOCUS GROUP HIGHLIGHTS

PATHS TO A SAFER CAMPUS

- Despite a decline in survey ratings of campus safety, residents feel safer than when they were homeless.
- As the campus population grows, knowing one's neighbors better and being connected to one's community increase residents' sense of safety.
- Residents want an authentic voice and an active role in making their campus home safe.
- To create a more positive environment, residents say, CVC needs more teen activities, adult leadership, recognition of good behavior and a welcome workshop for new residents.



“ We need  
to build bridges  
between groups of  
residents on  
campus. ”

**DANA**  
*Family Commons  
resident*

has become more difficult to truly know their neighbors. When they do not know each other, residents said, they have a tendency to rely on stereotypes, are more reluctant to trust others, and are more likely to be suspicious — all things that can lead to feelings of isolation and perceptions of being less safe.

**Everyone has a role to play in making CVC safe.** Focus group participants identified ways for staff and residents to work collaboratively to improve safety at CVC. Said one resident, a veteran: “Everyone needs to take some personal responsibility.” Property management could improve safety by promptly responding to resident concerns, consistently enforcing campus policies, fixing broken gates/key pads, adding lights to certain parts of the campus (e.g., garden), and increasing the physical presence of security guards, especially in the evenings and on weekends.

Residents were also quick to provide suggestions for ways they could contribute to promoting safety. A mother of three said, “We need to start by being good role models for our children.” Other residents talked about showing each other respect, supervising their children, having pride in one’s home, and being willing to speak up when there are safety issues.

**Efforts to increase safety must involve residents in meaningful ways.** Authentic and inclusive engagement of residents is required if CVC is to cultivate broad ownership and a long-term commitment to increasing safety. This should involve empowering residents not just for their voices but also for their ability to produce results.



Dana, left, with Beth Manke, focus group leader

Since the focus groups, CVC staff have held follow-up interviews with residents who expressed an interest in identifying concrete, creative ways they could spearhead efforts to increase safety. Their ideas included:

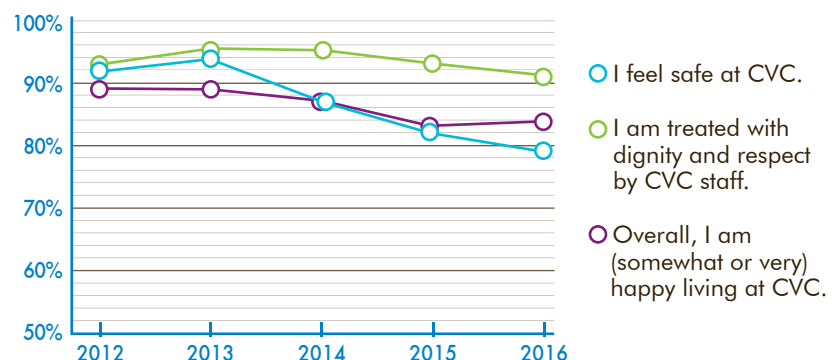
- Creating more recreational/social opportunities for children, especially teenagers, to engage positively on campus. Teenagers need more positive role models. And, while it is important to have activities that help keep children busy and out of trouble, adults also need activities that instill leadership.
- Recognizing good behavior on campus rather than focusing on those who create trouble. Residents suggested that the Village Anchor newsletter every month highlight a family, resident or veteran who is doing something positive. Residents expressed interest in forming a group that could choose families to highlight and write stories about them.
- Forming a group of residents from each building who could develop a welcome workshop for new families transitioning to CVC. Residents believe that if new residents are told about existing residents’ expectations and are integrated socially, they will be more likely to take collective responsibility for ensuring the safety of all residents. As Thieyler, a resident of Gateway said, “We need to help one another. I get up; I help you get up.”

Engaging residents to address safety issues at CVC is a continuous process that aims to generate support necessary for long-term, sustainable change. Our next steps are to work with residents to further articulate what they do best for themselves to increase safety, what residents do best if they receive support from CVC, and what CVC does best that residents cannot do for themselves.

## QUALITY OF LIFE MEASURES OVER TIME

Each year since 2012, CVC has surveyed residents to learn how they feel about campus safety, their relationships with CVC staff, community events, and other issues. Our analysis of five years of data indicates very positive, and relatively stable, resident reports over time, as shown below. In 2016, however, we detected a statistically significant decrease over time in the percent of residents who agreed that they feel safe on campus, prompting us to launch focus groups to find out why.

### Percent of residents who agreed or strongly agreed that ...





“I had a more positive outlook on life — I had hope again.”

**SANDRA**  
Cabrillo Plaza  
resident

## NEW BEGINNINGS

The ‘big picture’ numbers in this report point to the ongoing success of CVC’s collaborative effort to alleviate homelessness. Behind them are the real stories of lives transformed each day.

### SANDRA: HER FEET ON THE GROUND, SHE FINDS HOPE

Sandra’s voice is alive with confidence, clarity and sheer joy.

“When people ask, ‘Why are you so happy?’ [I say] it’s because I’ve been to hell and survived.”

Indeed, she has suffered numerous traumatic events in her life that have led to a struggle with low self-esteem and substance abuse.

When she left the Navy in 1993, Sandra got a job and stayed sober for a year, and then relapsed. She lost her job, ended up living in her car with her boyfriend and cat but lost all three when she was arrested for unpaid tickets. Upon release from jail, she ended up back at the VA.

She soon found herself on a bus to a place called Century Villages at Cabrillo, where she was surprised to see “the gated community, the green lawns, and trees.”

Sandra says she “stumbled through” the U.S.VETS and VA’s intensive treatment program, but in one sense, she hit the ground running. A few weeks after her arrival, she discovered the Back on My Feet program, which she says helps people coming off homelessness, addiction or suffering from anything that was holding them back in life to gain self-esteem and self-sufficiency through running. “Each block I was able to run, I had a better sense of myself. I had a more positive outlook on life — I had hope again.”

Eight months into her program at CVC, Sandra decided not to run from her past but toward it. That process led to volunteering at the VA and starting a women’s group to deal with trauma and grief.

“I know what it feels like not to have hope,” she says. “I know how it feels to be in pain and suffering and unforgiveness and resentment, and I know how to be on the other side of it.”

Sandra has come full circle, returning to the VA, this time in a full-time job as an advanced medical support assistant in physical therapy. “It’s definitely a joy to get up and go to work now ... CVC has done for me an amazing thing.”

### THE BIG PICTURE: 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.



Home for Good  
benchmark

VS.



CVC interim residents  
moving 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  
benchmark

VS.



Residents who remain in  
permanent housing six  
months after moving in<sup>2</sup>



Home for Good  
benchmark

VS.



Residents who remain in  
permanent housing one  
year after moving in

<sup>1</sup>Permanent residents who moved in after June 30, 2016, and were still in residence on Dec. 31, 2016, 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>2</sup>Permanent residents who moved in after Jan. 1, 2016, and were still in residence on Dec. 31, 2016, were not included in the calculation of the one-year housing stability rate as they had yet to pass the one-year housing mark.





## ANGELICA: A SAFE PLACE TO RAISE HER BOYS

Nothing means more to a mother than her kids.

So it's easy to imagine Angelica's elation on moving into permanent housing at CVC. "When I got the spot, I thought it was too good to be true. They had everything for me — a bed, a stove, a refrigerator, and the little tables. It was so easy," she says.

For Angelica, moving into Cabrillo Gateway has brought stability, freedom from fear and violence, and a future for her three boys, now ages 4, 5 and 6. Her story reflects those of many residents at CVC whose incomes — and quality of life — have risen with stable and safe housing.

Since moving into The Villages, she has enrolled her boys in school and, with CVC staff help, identified appropriate child care programs. She entered CVC's Workforce Development Training Program, which helped her revise her resume and prepare for job interviews. She then went to work for Goodwill and later landed a full-time job in retail at Acceptance Now. With her increased income, she was able to buy a car. "I never even thought I could ever buy a 2017 car," she says.

CVC's Resident Services team continues to provide Angelica and her family with case management, children's and parenting services, as well as engagement and community-building opportunities to help ensure that she and her boys remain safe and happy and can retain their apartment.

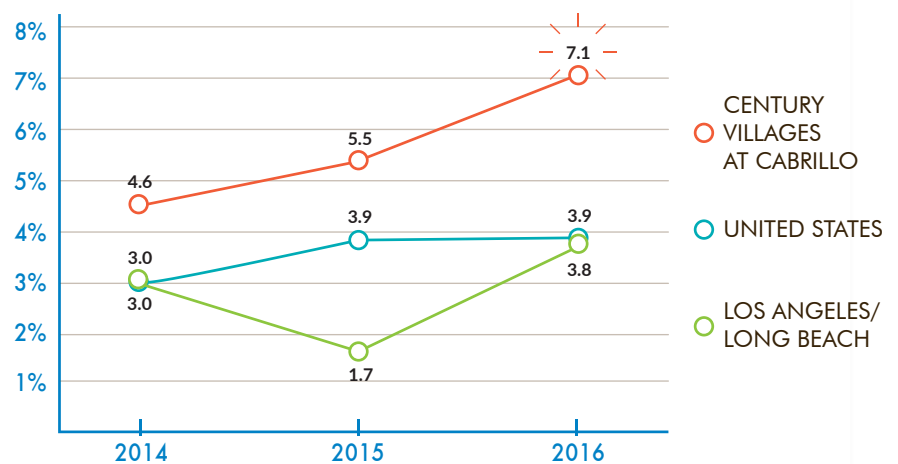
"I have been able to accomplish a lot since I have been here. I got custody of my kids. I feel safe and happy. I am finally able to be stable. And I have really gained confidence in myself. I think my kids see it too. They seem more energized and happy."

Three energized, happy boys — what more could a mom ask for?

*Her story reflects those of many residents at CVC whose incomes — and quality of life — have risen with stable and safe housing.*

### THE BIG PICTURE: GROWING INCOMES

Compound annual growth rate of permanent housing resident incomes



The compound annual growth rate of resident income was 3.2 percentage points, or **82%**, higher than the national income growth rate, and 3.3 percentage points, or **86%**, higher than income growth in the Los Angeles/Long Beach Metropolitan Statistical Area for the comparable period.

Source: Income growth data provided by the U.S. Department of Commerce, Bureau of Economic Analysis: <http://www.bea.gov/itable/>



## THIEYLER: IN TOUGH MARKET, HE FINDS A HOME TO HOST BARBECUES

It's taken awhile, but Thieyler has found a home and time to host cookouts for friends.

Being able to afford an apartment in LA County's tough market can be a challenge for anyone, especially a young adult. But in 2015, 18-year-old Thieyler joined many others who have made the move to an affordable apartment at Century Villages at Cabrillo.

Originally from Long Beach, he was placed in the foster-care system at a young age and lived with 11 different foster families in cities all over California. Before his move-in, he had been homeless on his own for four years and with his family for a number of years before that.

At 18, Thieyler says, "I was tired of being homeless and bouncing from place to place." He started looking for housing and found he was eligible for the newly built Cabrillo Gateway permanent housing apartments at CVC.

"For a young black man in society, for me to have my own place, and be able to provide for my son, is a blessing."

Since Thieyler has lived at CVC, he has enjoyed organizing a few weekend barbecues for the kids living at Cabrillo Gateway.

"One thing I don't want to see is the next generation go through what I went through. So now I'm just trying to find ways that I can be helpful."

*"For a young black man in society, for me to have my own place, and be able to provide for my son, is a blessing."*

**THIEYLER**  
Cabrillo Gateway  
resident

## THE BIG PICTURE

### RENTAL SAVINGS

CVC's continuum of affordable, supportive housing provides opportunities for residents to save significant monthly sums that otherwise likely would be paid to private landlords. We looked at data on all rental units and the range of rents paid by residents.

**\$725**

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 \$682 in 2015 and \$560 in 2014.

**\$3.7 MILLION**

total saved by CVC residents over LA/Long Beach fair-market rents, an increase of \$1.2 million over the amount saved in 2015.

Source: U.S. Department of Housing and Urban Development, Fair Market Rent Documentation System (2016).

### RENTAL ASSISTANCE

Century Villages Property Management supports permanent housing residents who are having difficulty paying their rent through payment plans and pledges. These proactive efforts avoid eviction and promote housing stability.

**98%**

(or 136 households) of those who negotiated payment plans successfully retained their housing.





# HOLISTIC APPROACH TO HEALTH

Century Villages at Cabrillo and its partners this past year embarked on a bold experiment — called Pathways to Health — to improve the health and well-being of our residents.

The initiative was prompted in part by studies showing that where one lives affects health, quality of life and longevity. Living near a freeway, for instance, can raise the risk of asthma. Lack of open space increases the likelihood of obesity. Recognizing these “social determinants,” CVC for decades has provided quality, safe and affordable housing for veterans, families and children.

Another challenge for our residents lies in the environmental realities of the 27-acre CVC site itself, which was once surrounded by trees and tidelands. Since the 1940s, the Ports of Long Beach and Los Angeles have expanded, bringing clogged freeways, heavy industry and a 24-hour toxic mix of environmental hazards.

Couple this reality with the fact that the homeless and those suffering from mental illness and addiction have a life expectancy that is 20 years less than the general population, and one can begin to understand the health issues our residents face.

Pathways to Health will begin where our residents are. It will look at their personal histories and challenges, going beyond diet and exercise to encompass a holistic approach to well-being.

We have much to learn. Our partners — St. Mary Medical Center, Cal State University Dominguez Hills (Occupational Therapy Department), The Guidance Center, Veteran’s Yoga Project and many others — are helping us take our first steps to create a picture of the health status of residents, to develop a marketing and education campaign, and to launch an annual Pathways to Health Fair in 2017.

Pathways to Health is another example of Century Villages’ commitment to a better quality of life for our residents. With so much planned for 2017, we expect to show a significant increase in resident participation in healthy activities in our 2018 Social Impact Report.

*Pathways to Health goes beyond diet and exercise to encompass a holistic approach to well-being.*





# ABOUT THIS REPORT

## EVALUATION PROCESS AND INDEPENDENT VERIFICATION

As noted throughout this report, our process of estimating the collective impact of agencies at the Villages at Cabrillo has evolved over time to focus more on actionable data and lessons learned. We continue to gather information 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 our evaluation process this year are focus groups with residents, which were conducted to gather more in-depth information about important issues such as campus safety and to involve residents in campuswide decision-making and program development.

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 2016.

*Beth Manke*

Beth Manke, Ph.D.; Evaluation Consultant  
Long Beach, California  
May 1, 2017

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## DEDICATION



This report is dedicated to Supervisor Don Knabe as an acknowledgment of his many years of support of our community. Supervisor Knabe served on the County of Los Angeles Board of Supervisors, Fourth District, for 20 years before retiring in November 2016. On behalf of Century Housing Corporation and all of our partners, we thank him for his legacy of compassion and generous support of the Villages at Cabrillo over the years. We are sincerely grateful for his tireless commitment to serving our community's most vulnerable.

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