

2020

SOCIAL IMPACT
VILLAGES AT CABRILLO

Report



Members of the VACC
at their annual retreat.



Welcome

OUR VISION

WHY WE EXIST...

Homes are the cornerstone of a thriving and just society.

OUR VALUES

HOW WE BEHAVE...

Our word is our currency.

We do what we say and we do it right.

Our action is our trade.

We set goals, we work tirelessly, we measure our activity, and we own our work.

Our table always has room.

We welcome input and are collaborative in our decisions and actions.

We are marathoners.

We take the long view in our actions, investments, and initiatives.

We care.

We listen and treat residents, colleagues, and clients with respect, dignity, and compassion.

We are avid learners.

We are always innovating, forever curious, and never satisfied.

We are trustworthy.

We are prudent stewards, thoughtful risk-takers, and responsible investors.

OUR MISSION

WHAT WE DO...

We finance, build, and operate exceptional affordable housing so that the people we serve may have a dignified home, a healthy and hopeful future, and attain economic independence.

DEAR FRIENDS AND COLLEAGUES,

As the chairperson of the Villages at Cabrillo Collaborative (VACC), it is my great pleasure to present our 2020 Villages at Cabrillo Social Impact Report.

As we wrap up this report, we find ourselves amid a global pandemic: Schools are closed; businesses have shuttered, and physical distancing is the new norm. It appears certain that how we operate in 2020 will be vastly different from 2019. Although COVID-19 will continue to impact all segments of the population, our residents have shown the strength to overcome many challenges and we know they will use that same resiliency to weather this crisis.

The VACC has been incredibly proactive and connected and is bracing for the next phase – a continuum of service delivery reimagined. We continually strive for creative and effective ways to support our residents and ensure their safety, using the principles of collective impact and relying on our strong partnerships.

Looking back at 2019 and the achievements reflected in this report, it is evident to me that we are poised to meet that challenge. Through the incredible work of our partners we have made great progress toward one of our VACC strategic goals, which is to become a truly trauma-informed community. Child Lane's collaboration with Head Start has improved the educational outlook for our children ("Better Together," page 3). Our families are flourishing because of our commitment both to understanding how Adverse Childhood Experiences affect residents' behaviors and outcomes and to recognizing that these challenges can strengthen their stability and resiliency ("Hope Beyond Hurt," page 8). We will continue to find ways to contribute to their healing and to harness their strengths.

We are also committed to taking a hard, honest look at the data and the feedback from our residents presented here. Our 2019 resident survey (pages 12-13) has helped point the way for us to take greater measures to respond to crises and to enhance our residents' safety and well-being.

I hope that this report will provide a trauma-informed lens for you to see the many assets our residents bring to our community and to understand, as we do, that adversity does not mean destiny, as California Surgeon General Dr. Burke-Harris reminded us on her visit (Highlights, pages 6-7).

Thank you for your time, attention, and support of our mission.

Sincerely,

Dora Jacildo, Executive Director,
Child Lane
Chairperson, VACC



Dr. Claudia Sosa-Valderrama, left, with Dora Jacildo

HEAD START, CHILD LANE TEAM UP TO PUT KIDS ON THE RIGHT PATH

When a longtime Villages resident approached CVC staff about additional child care options, a new opportunity for collaboration sprung to life at the Villages.

Staff contacted Dr. Claudia Sosa-Valderrama, the director of Long Beach Unified School District's Head Start program, to coordinate with Dora Jacildo, executive director of Child Lane — formerly known as Comprehensive Child Development. CCD had been a part of the Villages at Cabrillo since its inception in 1999, offering quality child care for children 0-5 years old. The two organizations were a natural fit, with shared experiences working with parents and kids' behavioral issues, and a shared sense of mission and vision.

"My perspective is that education should be about the whole child and that schools should be where children practice how to be in community," Jacildo said. "So, my focus is more developmental than academic, and that's Claudia's focus too."

As a result, in early 2019, Head Start opened its preschool at the Villages next door to Child Lane.

"We saw right away that we were having to make a lot of referrals for behavior-related issues coming up with the teachers and the parents, and we deployed a lot of [outside] services," Sosa-Valderrama said. "And Dora shared that that was also something she was seeing in her program."

A federal grant requiring Head Start to bring in community partners has been instrumental in the joint effort. "[It was] this idea of leverage: That [Head Start] could use the funding we had as a match, and then we could tap into all of [Head Start's] support services that we would not be able to afford. It made perfect sense from a strategic standpoint," Jacildo said.

Head Start offers a myriad of services such as speech therapy and special education. Next door, Child Lane is open for longer hours and has more flexible funding sources.

"You don't go into a partnership without knowing that you can work with someone," Jacildo said. "We both knew that there was a respect for each other's work that would guarantee we would be protective of each other's organizations and our shared philosophy and shared vision."

They wrapped 2019 with a vision of enrolling children in both programs and set a wave of 50 kids on that path. These children and their families will benefit from everything each organization has to offer.

"One of the focuses of Head Start, in general, is to work with families who have experienced homelessness, are in the foster care system, or are living at or below the fed poverty guidelines," Sosa-Valderrama said. "And I think we are in the right community to do that."

The Villages can help close a gap for those with income and housing challenges.

"Here, at the Villages, you have two exceptional schools," Jacildo said. "Which for families means a good neighborhood.

"MY PERSPECTIVE IS THAT EDUCATION SHOULD BE ABOUT THE WHOLE CHILD."

DORA JACILDO
Executive Director,
Child Lane

So, if you were an affluent family, you might be looking for child care or early childhood education in an accredited program with all the bells and whistles, and that would define your neighborhood. And I think what we're doing is nothing short of what a parent who could afford to be in a great neighborhood would want for their child."

In retrospect, the collaboration was destined to succeed since the beginning. Jacildo recalled the many coffees and conversations they shared when they first got together. "[Claudia] bought me a book," she said.

"I did," Sosa-Valderrama said. "I bought her a book, *Together Is Better*."

CREATING A COLLECTIVE *Impact*

More than a dozen on-site and 30 off-site partners coordinate to provide comprehensive and complementary supportive services to our community. Some of their accomplishments are shown below.



487

children and youth received early childhood education, tutoring, and after-school and summer programming.

26

persons with disabilities were employed by Los Angeles Habilitation House within a supportive working environment.

987

visits by 601 adults and 214 children were made to the CityHeART hub for food, supplies, and other necessities.

815

households (1,606 adults) received case management, mental health support, advocacy, financial literacy, career development, parenting, and other life-changing services.

4,826

health care visits by 1,112 adults and 852 children were made to TCC Family Health.

WE THANK our VACC partners for their contribution to the community and for providing statistical data for this report.



...AND SERVING WITH DISTINCTION



Left to right: Franne Valle, Jina Lawler, Steve Adams, and Andrew Horvath.

PARTNER OF THE YEAR

In June, 150 partner staff and volunteers gathered on the lawn for our 9th Annual Partner Appreciation Luncheon and Awards to celebrate the collaborative efforts of our partners. **The Children's Clinic** (now TCC Family Health) was named Partner of the Year for its commitment to being an ongoing resource and partner for our residents and the community.

STAFF PERSON OF THE YEAR



Officer Cris Costa of the Long Beach Police Department was honored for his extraordinarily calming presence, patience, and understanding while assisting our residents.

VOLUNTEER OF THE YEAR



Ryan Kohl, an occupational therapy intern from Cal State Dominguez Hills, was recognized for his passion and enthusiasm in his work with residents and ongoing collaboration with staff.



2019 Highlights



HEALTHFUL START AT SPRING FRUIT FEST

April's Annual Fruit Fest was one of several events throughout the year promoting the Villages' Pathways to Health Program, an ongoing effort to raise awareness, track health outcomes, and improve the well-being of residents.

Attendees practiced yoga, learned healthy eating habits, and received fruit and vegetables to help get them off to a good start in planning healthful meals.



NEWSOM: VILLAGES A MODEL FOR STATE

In February, Gov. Gavin Newsom toured the Villages with Long Beach Mayor Robert Garcia (far right) as part of his campaign to enlist cities in the fight to end the housing crisis. The governor praised the city's and CVC's efforts, saying, "This is, in so many ways, a model in terms of what the state needs to be advancing and promoting elsewhere." The governor heard from residents about how the Villages has affected their lives.

Among them was Mike Betts, a Navy veteran and resident of nearly two years, who told Newsom: "If it weren't for this place, I'd be in the riverbed somewhere. They take good care of the vets out here."





◀ A GREEN MEMORIAL TO LOVED ONES

CVC and the City of Long Beach's Housing & Neighborhood Services Bureau cohosted a special September 11 Remembrance Day event to plant 100 trees in the community's urban forest. Residents and volunteers from the Villages and Marathon Petroleum participated in a dedication ceremony and tied ribbons around the trees in memory of loved ones. The event, funded by grants from the Port of Long Beach and the California Department of Forestry and Fire Protection (CALFIRE), was one of many in the city's "I Dig Long Beach" program to help reduce greenhouse gases, provide habitats, and improve the quality of life.



◀ STATE'S TOP DOCTOR: EARLY INTERVENTION KEY FOR KIDS

Dr. Nadine Burke Harris (far left), appointed by Gov. Newsom as California's first Surgeon General, made The Children's Clinic (TCC) at the Villages the second stop on her statewide listening tour in May. She engaged the local community in a panel session with Dr. Elisa Nicholas, TCC chief executive officer. "One of my top priorities is to raise awareness that Adverse Childhood Experiences (ACEs), like emotional abuse or witnessing domestic violence, can increase the risk of major health problems like asthma, diabetes, and heart disease," Dr. Harris said. "But adversity is not destiny. The science is clear: Early intervention improves outcomes."



◀ COMMUNITY BUILDING THE FUN WAY ▶

As the Villages has grown in population and diversity, festivals have become a big part of giving residents the opportunity to get to know one another, build community, and have fun. At the annual Fall Fest in October, kids dressed up in costumes and enjoyed candy and a "Spooky Sensory Maze" on the Grand Lawn. Only two months later, it was "snowing" at December's Winter Holiday Festival, making the slide a slippery hit with kids and providing a great backdrop for chatting up our special guest in a red suit.

HOPE Beyond Hurt



A TRAUMA-FOCUSED APPROACH LIFTS CVC FAMILIES

April and Marcos Pacheco arrived at the Villages five years ago facing daunting financial and health issues. Amid those challenges, they wanted what most parents desire when moving into a new neighborhood: a safe place to call home, one where their kids could grow and flourish.

“We have a cancer survivor, we have a son with autism, we’ve been homeless,” April said. “Being here, we’ve been able to grow. We’ve never lived in a neighborhood like this.”

The Pachecos’ appreciation for the stability they found at the Villages is reflected in a 2019 CVC survey in which 92% of residents said they felt supported by the resources in the CVC community as they provide for their children, 75% agreed that CVC is a safe place to raise children, and 83% felt CVC “makes plans with children’s needs in mind.”

These findings echo those in a parent satisfaction survey by Child Lane, a program providing

child care for kids up to age 5. Child Lane won high marks for its efforts to enhance safety and make it easier for parents to accept and keep jobs (see “Child Data,” next page). Said one parent: “They truly show care for our children and about our futures, to grow and get a chance in the world.” Another reported, “I feel like my son is in good hands and I feel very at ease throughout the day.”

The Pachecos and other families thrive at the Villages because of case management through CVC’s Oasis services team, PATH, medical care at the TCC Family Health clinic, and other programs provided by CVC’s many partnering agencies.

Underpinning those efforts is the Strengthening Families Protective Factors Framework, developed by the Center for the Study of Social Policy, which is designed to increase family strengths, enhance child development, and reduce child abuse and neglect by building five key Protective Factors (see “Helping Families,” next page).

“TO BE COMFORTABLE IN A PLACE TO CALL HOME IS THE BIGGEST THING THE VILLAGES GAVE US.”

MARCOS PACHECO

CVC Resident, above, with his family

“THEY TRULY SHOW CARE FOR OUR CHILDREN

AND ABOUT OUR FUTURES, TO GROW AND GET A CHANCE IN THE WORLD.”

Parent comment,
Child Lane annual child care survey

“The majority of people living at Century Villages have had adversity in their life,” said Dr. Elisa Nicholas, TCC Family Health executive director. “When you’ve been on the streets or in an incredibly unsafe setting, to then be in a place where you know you’re safe is a huge burden lifted. And a place that knows about the trauma-informed approach and the importance of healing and the Protective Factors is really important.”

CVC’s approach continues to expand to help residents. In 2019, TCC Family Health earned a grant through the L.A. County Department of Mental Health and launched Flourishing Families LB, a collaborative program with more than 20 community partners, including several at the Villages, among them Oasis, Child Lane, and Head Start. Flourishing Families LB helps build trauma-resilient families and provides culturally sensitive, nontraditional self-help activities for families with multiple generations experiencing trauma.

Flourishing Families LB and the Villages at Cabrillo Collaborative’s Strategic Plan are helping the Pachecos and other families and individuals break cycles of generational trauma.

For the Pachecos, their lives have been transformed and today they are known for sharing with their neighborhood. From potlucks and barbecues, to volunteering at communitywide events, they and their six kids are always giving back.

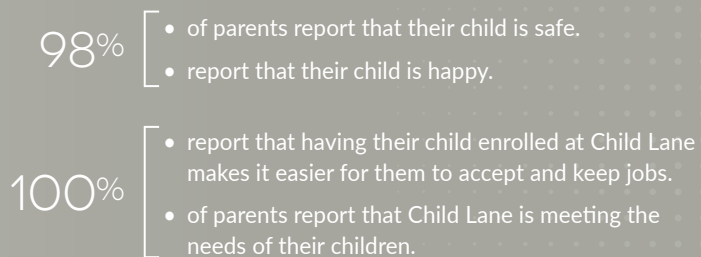
“I think just the opportunity to be comfortable in a place to call home is the biggest thing the Villages gave us,” Marcos said. “Once you get comfortable, you’re able to do other things.”

CHILD DATA GRADE REPORT

In CVC’s 2019 survey, residents reported that CVC was a good place to raise children. Percent saying they agree or strongly agree:



Child Lane’s most recent parent satisfaction surveys show that residents also appreciate the many child-focused resources provided by other agencies located at CVC.



HELPING FAMILIES

The five Protective Factors at the foundation of the Center for the Study of Social Policy’s Strengthening Families™ program are:

PARENTAL RESILIENCE: Managing stress and functioning well when faced with challenges, adversity, and trauma

SOCIAL CONNECTIONS: Positive relationships that provide emotional, informational, instrumental, and spiritual support

KNOWLEDGE OF PARENTING AND CHILD DEVELOPMENT: Understanding child development and parenting strategies that support physical, cognitive, language, social, and emotional development

CONCRETE SUPPORT IN TIMES OF NEED: Access to concrete support and services that address a family’s needs and help minimize stress caused by challenges

SOCIAL AND EMOTIONAL COMPETENCE OF CHILDREN: Family and child interactions that help children develop the ability to communicate clearly, recognize and regulate their emotions, and establish and maintain relationships

Source: Center for the Study of Social Policy

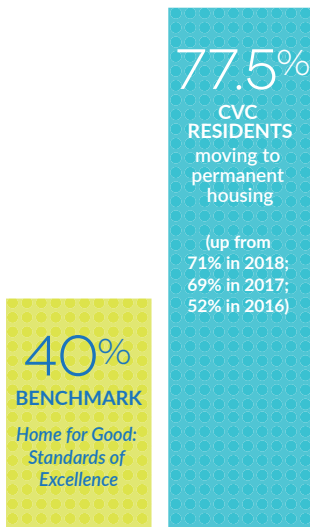
BY THE Numbers

Progress toward ending homelessness and improving the well-being of our residents is measured in many ways. The following numbers help quantify the transformation taking place daily at the Villages.

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 short-term (emergency) and transitional housing who, upon exit, moved to permanent housing (bar chart, below left). Housing stability can also 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 (table, below right).

SHORT-TERM TO PERMANENT



RETAINED PERMANENT HOUSING AT CVC

	BENCHMARK <i>Home for Good: Standards of Excellence</i>	CVC			
		2016	2017	2018	2019
6-month Housing Stability¹	90%	99%	99%	98%	98%
1-year Housing Stability²	85%	91%	97%	95%	96%

¹Permanent residents who moved in after June 30, 2019, and were in residence on December 31, 2019, were not included in the calculation of the six-month housing stability rate as they had yet to pass the six-month housing mark.

²Permanent residents who moved in after January 1, 2019, and were in residence on December 31, 2019, were not included in the calculation of the one-year housing stability rate as they had yet to pass the one-year housing mark.

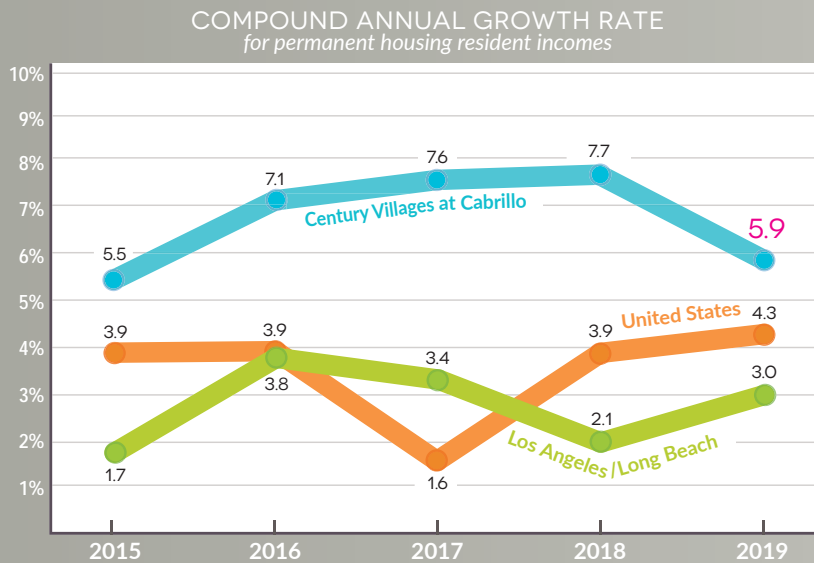
BUDGET

For fiscal year 2019, \$26.4 million was leveraged to underwrite services for residents and to operate and maintain the property at the Villages.



INCOME GROWTH

The 2019 compound annual growth rate of 5.9% for permanent housing resident incomes is 38% higher than the national income growth rate for a comparable period and 98% higher than income growth in the Los Angeles/Long Beach Metropolitan Statistical Area.



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

ANOTHER VIEW:

Percent of residents, by housing type, who saw rise in income

- **58%** (333) of permanent housing residents
- **36%** (136) of emergency and transitional housing residents (12% increased their earned incomes and 27% increased other sources of income such as TANF and General Assistance.)

RENTAL SAVINGS

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

\$975

AVERAGE MONTHLY SAVINGS for permanent housing residents per household as compared to households paying fair-market rents in the L.A./Long Beach Metropolitan Statistical Area.

\$6.0M

TOTAL SAVED by CVC residents over L.A./Long Beach fair-market rents, an increase of \$343,965 over the amount saved in 2018.

Source: U.S. Department of Housing and Urban Development, Fair Market Rent Documentation System (2020).

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.

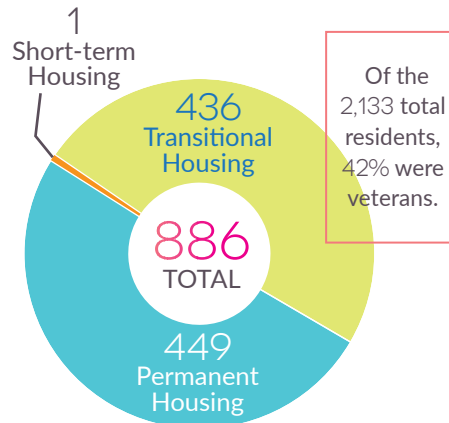
95 PERCENT OF RESIDENTS

who negotiated pledges or plans, paid in full, and retained their housing (163 of 172).

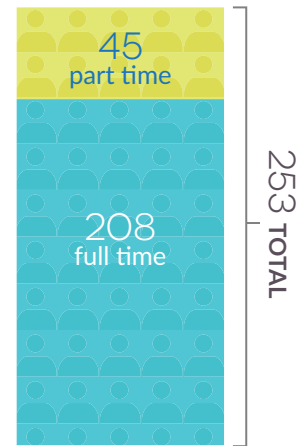
TOTAL RESIDENTS

	ADULTS	CHILDREN	TOTAL
Short-term Housing	91	116	207
Transitional Housing	644	96	740
Permanent Housing	870	316	1,186
TOTAL	1,605	528	2,133

TOTAL VETERANS



STAFF ON-SITE



TOTAL VOLUNTEER SERVICE HOURS



† A decrease in 12,000 hours from last year, due primarily to a reclassification of volunteer resident assistants at Harbor Interfaith Services.

\$860,494

VALUE OF THAT WORK as estimated by Independent Sector, a network for nonprofits, based on a 2018 rate of \$29.95/hour in California (2019 rate delayed due to pandemic).

A CALL To Action



Despite many challenges, CVC teens in Oasis' "We Are Building Outstanding Leaders and Dreamers (B.O.L.D.)" program gave back to their community and helped bridge the generational gap dividing residents. Above, teens serve food to seniors in need.

CVC RESIDENTS REMAIN UPBEAT AND RESILIENT AS THEY RALLY TO ADDRESS TRAUMA AND SAFETY CONCERNS

Each year our resident survey findings provide a measure of how well CVC is creating conditions that foster an engaged, inclusive neighborhood. They also can point to issues and challenges our residents have experienced.

This year was no exception.

As we analyzed our 2019 data, one number especially caught our attention and raised concern: Although an overwhelming majority of residents – 82% – said they felt safe at CVC, this represented a 12-percentage-point drop from 94% in 2018. Moreover, other survey data revealed that over 25% of residents' suggestions for improving their experiences on the CVC campus focused on providing seniors more safety and enforcing curfews for minors.

Beneath these numbers lies a deeper story, one that some say may stretch back generations. It is a story about trauma, specifically unresolved trauma, in our young residents. Teenagers at the Villages already face so many adversities: family mental health issues, poverty, societal racism, food insecurity, unstable housing, abuse, loss, and other struggles that are common in our community. This trauma, when left untreated, can lead to toxic stress and manifest itself in unhealthy behaviors.

As we look back, we now see this was the case with a group of teenagers whose behavior made other residents feel unsafe. In 2018, these boys, many of whom had grown up at the Villages, experienced a great loss when a friend was tragically killed. Although we understood their grief, we did not quite recognize how deep the trauma went and how

**BENEATH
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to treat it. Moreover, some of their parents, who also had a history of trauma and abuse, were ill-equipped to help. CVC staff and partners stepped up with grief counseling, rap sessions, and support for them. Nevertheless, their grief turned to anger and troubling behavior, which led to their suspension from school. To fill that gap and provide structure, Oasis and PATH youth staff offered options for tutoring and volunteer work.

The boys' behavioral issues escalated on and off campus, where they were exposed to other influences. Unfortunately, their behavior negatively affected the Villages community, and residents came to fear them. In some cases, families were asked to leave as they had created an unsafe environment for neighbors, many of them seniors.

In the months that followed, CVC rallied residents and its partners to better understand the challenges we faced as a community and the trauma experienced by our teenagers. We addressed it at the VACC, held a town hall, partnered with PATH to engage parents and teens, sought the input of Oasis youth staff and case managers who regularly work with the teens, met with Cabrillo High School staff,

“ WE NOW KNOW WE MUST CONTINUE TO SUPPORT SIMILAR YOUTH AND FAMILIES AND HAVE CONTINUOUS COMMUNICATION WITH THE SCHOOLS AND OTHER AGENCY PARTNERS.”

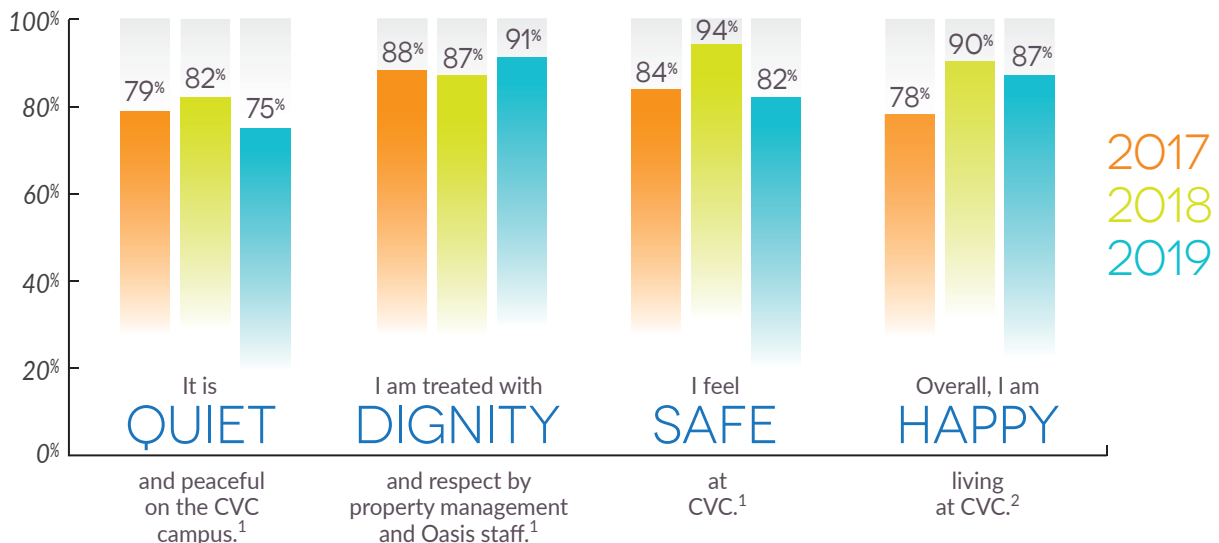
*René Castro,
CVC director of community engagement*

and coordinated with the local police department. The outcome was a coordinated plan that focused on increasing family strengths and providing our youth with paths to success.

“This incident gave me pause because it uncovered more than just the generational trauma faced by the youth and their families. It was more troubling because these boys lost a friend and their grief was profound,” said René Castro, CVC’s director of community engagement. “Our response is still unfolding, and we are still gathering meaning from it. We now know we must continue to support similar youth and families and have continuous communication with the schools and other agency partners to better understand family issues before they become larger and more damaging.”

RESIDENTS RATE THEIR QUALITY OF LIFE

Every year residents are surveyed about their experiences at the Villages. Consistent with past survey findings, residents believe it is quiet and peaceful at CVC, say they are treated with dignity by property management and Oasis staff, feel they are safe, and overall are happy living at CVC.



¹ Percent of residents who agreed or strongly agreed with the statement
² Percent of residents who reported being very or somewhat happy

A BIGGER Picture

NEW DATA SOURCES INFORM OUR APPROACH TO IMPROVING RESIDENT HEALTH

We now have three sources of resident health data: agency reports submitted to the city, resident surveys, and aggregate clinic data. Collectively, this information provides a more complete picture of resident health and underscores the ongoing need for quality care that addresses physical and mental health and on-site health promotion activities like those offered through CVC's Pathways to Health Program. Attending to our residents' mental and physical health will continue to be of critical importance as our veteran

population ages in place and we house some of the most vulnerable residents in our newest units designated for those with demonstrated mental health problems.

Data from the Homeless Management Information System Annual Performance Reports indicate that 38% of emergency and transitional housing residents entered CVC programs with at least one of the following health conditions: mental health problems, physical disabilities, alcohol or drug abuse, or chronic health conditions. Sixteen percent had two or more conditions.

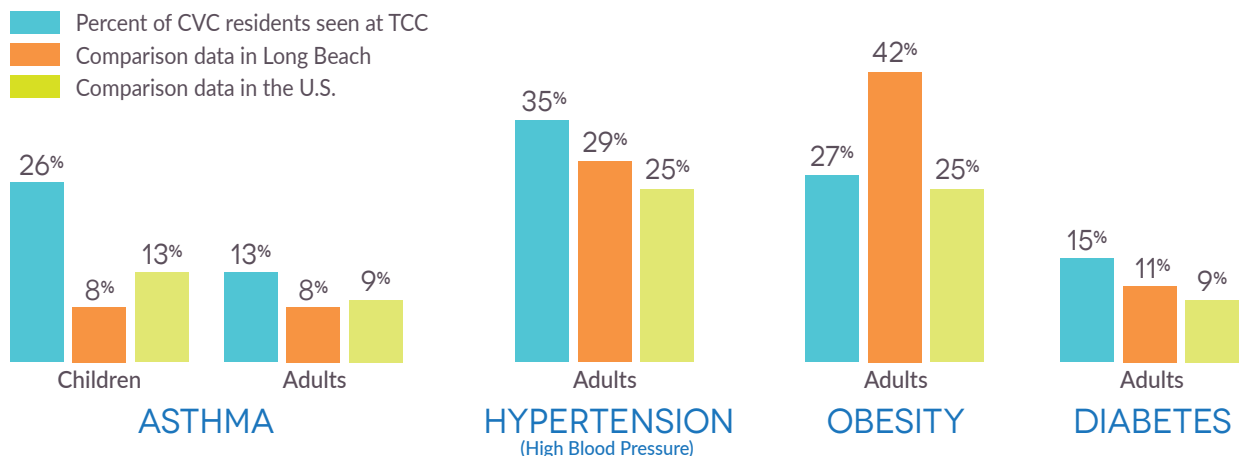
RESIDENTS RATE THEIR HEALTH

As part of the annual Resident Survey, residents answered questions about their physical and mental health drawn from the Healthy Days Measure (U.S. Centers for Disease Control).

WHAT RESIDENTS WERE ASKED	
Percent of residents who rated their overall health as good, very good, or excellent	68%
Average number of days out of past 30 your physical health was not good	9.2 DAYS
Average number of days out of past 30 your mental health was not good	10.9 DAYS

TOP HEALTH CHALLENGES

A total of 264 CVC residents (134 children and 130 adults) were seen at one of the TCC Family Health sites in 2019 for a total of 815 visits. Residents were seen for both routine checkups and chronic illnesses.



Comparison data are drawn from the Centers for Disease Control and Prevention website (cdc.org) including the 500 Cities Project: Local Data for Better Health and the Los Angeles County Health Survey.

CVC youth, right, enjoy new ukuleles from Ohana Ukuleles, which were part of in-kind gifts totaling almost \$50,000 in 2019. Other contributions included holiday gifts for over 110 children, thousands of dollars in gift cards, and 20 computers recycled by human-I-T for our Oasis Youth & Family Center.



Contributors

JANUARY 1 – DECEMBER 31, 2019

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Jaylene Westfall

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TIM O'CONNELL MEMORIAL SCHOLARSHIP FUND *Winners*

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Front cover:
Century Staff Maria Llanos helps budding artists in a CVC after-school program.



CONGRATULATIONS to three hard-working young members of the CVC community who face an easier path to fulfilling their dreams after being named the first Tim O'Connell Memorial Scholarship Fund winners. Vincent Lazo, 17; Annette Alvear, 19, and Nursharafina Muhammad, 17, (above, L to R) each received \$1,000 from the fund established in honor of Century's director of policy and advocacy, who died in 2017. Funded this year by Century Board Member Rocky Young, the O'Connell Fund is dedicated to providing higher education and military scholarship opportunities for youth living at the Villages. Said Nursharafina, a Cal State Fullerton student eyeing a future in public health: "My mission is to provide relief and help communities with people who cannot help themselves." For Vincent, who joined the Navy in September, "This scholarship has been an amazing opportunity, and I'm just glad to be where I am." Annette, who attends Long Beach City College, wants to be a police officer "because I like helping people and giving back." Congratulations, all!



TIM O'CONNELL committed his life to service for others and was a shining light and tireless advocate seeking social justice for the less fortunate. As our director of policy and advocacy, he represented the interests of Century, its affiliates, partners, and clients at federal, state, and local levels, on matters of funding, regulation, and oversight. He also was Century's primary liaison with elected representatives, legislative staff, and administrative officials in his ongoing effort to assure that affordable housing and related issues received the necessary legislative and financial support.

