

2011

Villages at Cabrillo

SOCIAL IMPACT

REPORT



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■ The Villages at Cabrillo is a residential community established to break the cycle of homelessness. A former naval housing campus serving the local Long Beach ship yards, the Villages at Cabrillo has been transformed from an abandoned military housing site into a vibrant supportive housing community. As steward of the campus since its inception in 1997, Century Villages at Cabrillo is the community development organization that owns, develops, and manages this unique 26 acre campus.





Background

Today, the Villages at Cabrillo is home to more than 1,000 residents, including veterans, families, and children, and features a collaboration of some 15 nonprofit and government agencies that collectively provide residents with safe, affordable housing and access to the skills, tools, and services needed to establish self-sufficiency.

CVC's supportive housing paradigm consists of emergency shelter, transitional housing, and permanent housing all complemented with wrap around social services. This "continuum of care" approach encourages formerly homeless individuals and families to progressively move through various levels of housing, increasing independence and surpassing barriers at each stage. This incremental approach enables those in need to develop skills, access benefits, comply with rules and regulations, and address the underlying issues that caused them to become homeless.

As CVC looks to the future, its primary challenge is one of sustainability. CVC is grappling with the question of how to ensure long term economic viability while addressing the immediacy of human needs, both current and future. As campus steward, CVC's mission is one of creating the conditions and environment so collaborating social service agencies can be successful in combating homelessness.

CVC's sustainability challenge is ultimately rooted in its ability to demonstrate the viability, efficacy, and impact of its continuum of care based community. Historically, the outcome and impact reporting that has occurred at CVC has largely been at the level of the service provider and their respective funders. This disparate, disaggregated approach has resulted in a universe of discrete, proprietary outcomes, providing little visibility into the overall efficacy of CVC. As a result, any discussion of CVC's overall impact has been limited to anecdotes that point to individual success stories such as securing employment, finding permanent housing, and reintegrating into society among others.

To address these shortcomings, the Social Impact Project was conceived. The goal of this project is to develop a reliable methodology to annually capture the aggregate outcomes that occur on the campus, publish an annual Social Impact Report, and institutionalize a process to carry this initiative into the future.

The information derived from the Social Impact Project will be shared with all stakeholders, both internal and external. It will also be used to identify programmatic or community needs and shortcomings and promote both campus-wide and individual agency performance improvements. It is also anticipated that by engaging all partners in this process, an increased degree of coordination and collaboration across agencies will ensue. Ideally this will result in a stronger community, more sharing of resources, less redundancies, and ultimately better outcomes for CVC's residents. We hope the value created by this endeavor will help to generate additional stakeholder support for the campus and its partners. And finally, we anticipate that this additional support will help to build capacity to create more value, creating a virtuous cycle and helping to ensure CVC's long term sustainability and success in achieving its mission.

Process

■ Unlike one-shot or short-term assessments, this project is intended to set the stage for an annual, recurring process. To this end, our first step was to discuss the concept and goals of the Social Impact Project with service providers, solicit input, and encourage participation in the project.

Without meaningful buy in of campus service providers to this project, any effort to estimate the effects of CVC as a whole, and ultimately expand and improve on the community's shared goals and resources, would inevitably fall short.

To accomplish this initial step, we worked with Rene Castro, MSW, the Vice President of Programs, and Patrice Marshall, from the California Conference for Equality and Justice (CCEJ). The CCEJ team facilitated three successful discussions among agency Executive Directors during the summer of 2011. These important discussions helped establish the community's strengths and needs, clarify CVC's role as steward of the campus, rebuild the trust and collaboration amongst the partner agencies and CVC, and define the goals and process of the Social Impact Project.

Amidst CCEJ's ongoing efforts, we began work with Dr. Beth Manke, professor at California State University, Long Beach. Specifically, Dr. Manke interviewed service providers to ascertain key aspects of agency capacity, programming, and outcomes. Interviews lasted, on average, one hour during which staff were asked to discuss a range of topics including their agency's mission and activities, staff and volunteers, budget and funding sources, client characteristics, outcomes tracked, and the advantages and disadvantages to being on the CVC campus.

Following interviews, agencies were asked to provide existing reports that detail outcomes being captured. For many agencies this included copies of their latest Department of Housing and Urban Development (HUD) Annual Performance Reports (APR). Our objective with both the interviews and follow up requests for outcome information was to minimize and avoid any administrative burden for the agencies.



Challenges

As we began to review our interview notes and the reports provided by service providers, it became apparent that there would be significant challenges to aggregating both outputs and outcomes across agencies.

First, agencies utilize different reporting timeframes. For example, some agencies use the calendar year to define their annual reporting period, tracking client information from January 1 through December 31. Most agencies, however, use other timeframes beginning at various points throughout the year (e.g., March 1, June 1, October 1, etc.). The process is further complicated by the fact that most agencies with multiple programs use several different reporting periods, each one mapped to a program's funding cycle.

In total, we identified 10 different reporting timeframes across agencies on the CVC campus, thereby making it impossible, at this point, to use the same timeframe for aggregating information across agencies. Thus, for the purposes of this report, we used client information from each agency's most recently completed twelve month reporting period. This limitation will need to be addressed in future Social Impact Reports. One thought might be to adopt a similar reporting period (e.g., the calendar year) for some of the most basic information so that we can aggregate across agencies more easily.

Another significant challenge encountered was aggregating information without "double counting" individuals and families who may be included in more than one agency's reports. This is most problematic in situations where a portion of the clients served by one of the service providers on campus is also tracked by CVC in its

property management software system. In these circumstances, it is difficult to know which individuals and families from an agency's report are also included in CVC's system, and which are not.

Yet another challenge pertains to what and how client information is tracked. Not all agencies receive governmental funding and thus, not all agencies complete HUD APRs. Instead, some agencies develop their own metrics and methods for collecting relevant client information. These differences in reporting practices can result in seemingly similar outcomes being defined, tracked, and reported in a myriad of ways, thereby making it difficult to aggregate information across agencies.

Given the challenges in aggregating information across agencies, and being mindful of our commitment to move away from anecdotal reports and unreliable estimates, we have limited the current reporting to what we believe can be accurately aggregated at this time. As a result, the majority of what we included in this report pertains to outputs (e.g., money spent, staff employed, volunteer hours completed, clients served, etc.) rather than outcomes (e.g., number of people who increased their access to benefits during their residency at CVC, skill development, etc.) which are harder to estimate with accuracy at this time. Although we are not able to speak to all of the outcomes we would eventually like to aggregate across agencies, we believe the Social Impact Report represents a significant improvement over the disparate, agency specific reporting of the past.

Agencies participating in the Social Impact Project include:



Supportive transitional and permanent housing



Treatment and supportive housing for Native Americans



Comprehensive Child Development, Inc.
Affordable child care



Afterschool and summer activities for youth



Transitional education for children



Employment Training and Career Development for Persons with Disabilities



New Image Emergency Shelter
Family transitional housing



PATH Ventures
Supportive permanent and family transitional housing

OASIS COMMUNITY CENTER

Life skills classes for adults and after school activities and resources for youth

Capacity

■ To provide housing and the vast array of social services on the CVC campus, agencies must have capacity including sufficient funding, space, staffing, community partners, and volunteer assistance.

Funding

Annual agency budgets range in size depending on the scope of services provided and the number of clients served. **For the most recently ended fiscal year, a total of \$9,971,618 was leveraged on campus to support the delivery of housing and social services to individuals, families and children.** An additional \$5,348,662 in operating expenses was incurred by CVC to operate and maintain the property, bringing the total expenditures on site to more than \$15 million annually. Given that 1,831 people were housed on site last year, we estimate that it cost approximately \$697 per month (\$8,367 per year) to house a person at CVC. This stands in direct contrast to a recent estimate that a chronically homeless individual can utilize over \$8,000 per month (\$96,000 per year) in public services each month, no doubt due, in part, to the frequent usage of emergency rooms, jails, and other crisis services (Fleming, et. al, 2009).

Based on these figures, CVC's housing model is 11.4 times more cost effective than the alternative societal cost of remaining homeless.

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

Boeing as well as from fundraisers, philanthropic groups, and individual donors. Finally, in-kind donations are important for the operation of many agency programs. Examples of in-kind donations include milk for shelter programs, school supplies and toiletries.

Space

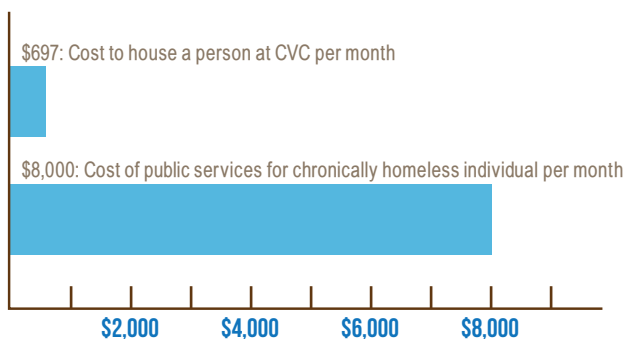
CVC manages more than **325,000** square feet of housing and support space on the campus with a combined investment value of nearly **\$63 million**. Although the CVC maintenance staff tends to the majority of site and facility repairs and regularly invests in campus capital improvements, individual service providers will, on occasion, invest their own money to renovate their space to meet specific programming needs or improve aesthetics. **A total of \$358,894 has been spent by agencies on repairs and renovations over the past four years.** Agency investments in repairs and renovations vary widely with some investing a few thousand dollars and

others investing more than \$100,000. Relatively minor renovations include painting, replacing carpet, and creating a garden area. Major renovations include installing artificial turf in preschool play areas and replacing the heating, ventilation and air conditioning system.

Community Partners

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

Graph 1.1 **PER PERSON COST PER MONTH**





Staff

In addition to funding and space, service providers employ quality staff in order to deliver effective programs. **One hundred and eighty-four people are currently employed on the CVC campus**, of which 27 work for CVC in either the Property Management Office or at the Oasis Center. The majority (88%) of staff on the CVC campus work full-time and almost half (43%) occupy professional positions—jobs that require advanced education and/or certification.

Volunteers

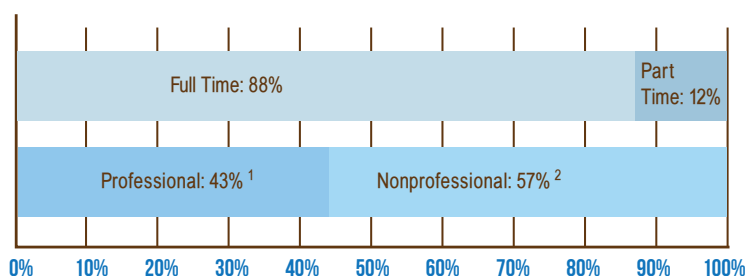
In 2010, 62.8 million adults volunteered almost 8.1 billion hours to serve their neighbors and communities across the United States (Corporation for National and Community Service, 2010). Most agencies on the CVC campus rely on volunteers to deliver quality services. **In total, volunteers completed 34,479 hours of service on the CVC campus last year.** According to the Independent Sector, an organization committed to strengthening the nonprofit and philanthropic community, **the estimated dollar value of these volunteer hours is \$736,461 (i.e., \$23.42 an hour for the State of California).**

Volunteers are recruited from local universities and colleges, businesses, churches, court referral programs, and high schools. Some volunteers assist with one-day projects whereas others make long-term commitments and volunteer weekly or monthly. In rare cases, volunteers come from other agencies on campus. For example, people involved with the US VETS program on campus are serving as interns at LA Habilitation House, learning administrative skills.

Examples of volunteer activities include:

- Assisting with one-day or one-time special projects like CVC's capital improvement project with Nestlé USA to plant trees or various Christmas toy drives, etc.
- Providing mentoring and tutoring to children participating in afterschool programs
- Helping with computer literacy classes for adults
- Completing day-to-day activities like answering phones, updating web sites, and serving food
- Providing recreational opportunities for children

Graph 1.2 **STAFF CHARACTERISTICS**



¹ Example professional positions include certified counselor, social worker, therapist, credentialed teacher, program manager, resident supervisor, case manager, etc.

² Example nonprofessional positions include cooks, receptionist, resident attendant, recreational leader, house manager, maintenance staff, etc.



Campus Outputs

Number of People Housed and Served

A total of 1,831 people were housed on the CVC campus during the most recent reporting period. The table to the right (table 2.4) lists the breakdown of adults and children housed in short-term, transitional, and permanent housing.

Table 2.4

	ADULTS	CHILDREN	TOTAL
Short-Term	417	317	734
Transitional Housing	468	61	529
Permanent Housing	385	183	568
TOTAL	1,270	561	1,831

Adults housed on the CVC campus accessed a range of services provided by their housing program including case management, drug and alcohol counseling, mental health services, and housing assistance. Adults and children also accessed services provided by other agencies on the CVC campus. A sampling of these services includes:

Table 2.5

SERVICES PROVIDED	NUMBER SERVED
Life Skills Workshops	101 Adults
Job training (e.g., janitorial, contract management services)	34 Adults
Infant, toddler and preschool care	69 Children
Afterschool and summer educational and recreational programming	106 Children

The Bethune Transitional Center is also housed on the CVC campus. This center is the hub for the coordination of services for all homeless students in the Long Beach Unified School District. In total, Bethune served and/or coordinated services for 5,300 children.





Outcomes & Impact

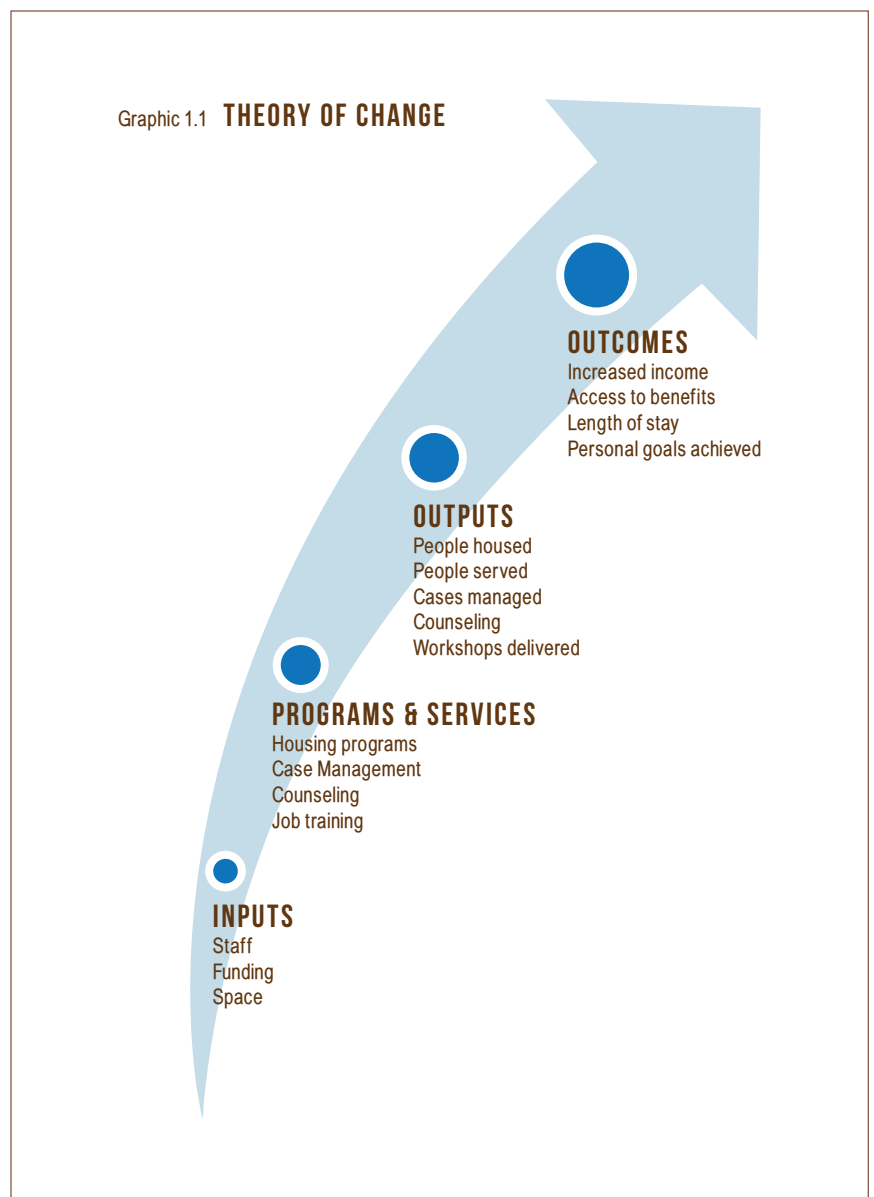
■ Calculating the collective outcomes and impact of CVC and its partner agencies goes far beyond merely counting the number of adults and children housed and served on the CVC campus (generally referred to as outputs).

Agencies at the Villages at Cabrillo utilize the capacity inputs detailed above to deliver an array of programs and services which are reflected in outputs that are intended to produce important outcomes such as:

- **Income:** Increases in income and/or assets during residency
- **Benefits:** Access to income from mainstream health and human services programs (e.g., Medicaid, Medicare, Veterans benefits, SSI, TANF, etc.)
- **Stability:** Residential stability is measured through length of stay at CVC, the ability to secure and maintain permanent housing, and determining the destination upon leaving
- **Self-determination:** Self-determination includes meeting personal goals, developing basic life and job skills, and increasing social support through community resources to achieve greater independence

Efforts to aggregate outcomes across agencies were met with great difficulty. In many cases, missing information made it impossible to calculate totals or percentages with any accuracy. For example, although 468 adults were housed in transitional housing, income information was available for only 68. Because it was essential to provide accurate information, we refused to rely on estimates, incomplete information, anecdotes, and vague impressions.

Graphic 1.1 **THEORY OF CHANGE**

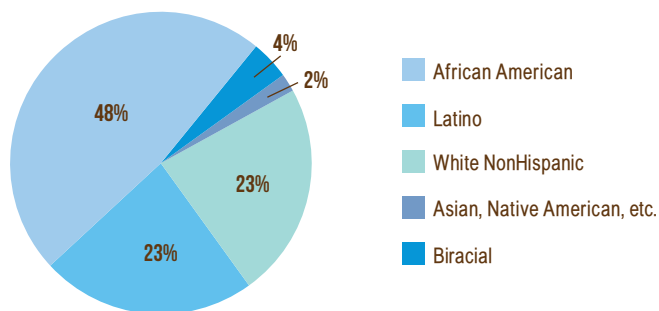


Outcomes & Impact, cont.

Short-Term Housing

One area for which we were able to aggregate information from several agencies about resident characteristics and housing impact was short-term housing; this includes emergency shelter programs that provide basic shelter and care to individuals and families in crisis. As noted above, 417 adults and 317 children were served in short-term housing last year. Drawing on information provided by campus agencies, we were able to determine that almost half of residents self-identified as African American. Interestingly, the ethnic background of CVC residents in short-term housing is comparable to the general characteristics of homeless people in Los Angeles County. According to the United Way's publication *Home for Good* (2010), the homeless population in Los Angeles County is disproportionately represented by people of color, with 47% African American, 29% Latino, 21% White and 3% from other ethnic groups.

Graph 2.1 ETHNICITY OF SHORT-TERM HOUSING RESIDENTS

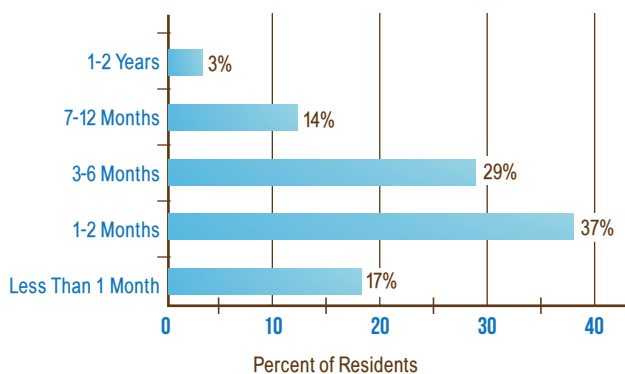


83% (eighty three percent) of the residents in short-term housing at CVC stayed no more than 6 months before securing other housing arrangements. This result makes sense given that most short-term housing programs limit client stays to 45 or more days.

More than 40% of residents, upon leaving the CVC short-term housing, moved into permanent housing. Although the rates of permanent housing placement vary from program to program, most fell somewhat short of their goals to transition 62% of their short-term housing residents into permanent housing.

- 41% moved into permanent housing (e.g., unsubsidized owned or rental housing, subsidized rental housing, living with family on a permanent basis)
- 30% moved into transitional housing (e.g., transitional housing for homeless, living with family or friends on a temporary basis)
- 11% moved into another shelter
- 1% were placed in institutional care (e.g., inpatient alcohol or drug treatment, jail)
- 5% were housed in other accommodations (e.g., hotel)
- Destination unknown for 12% of residents

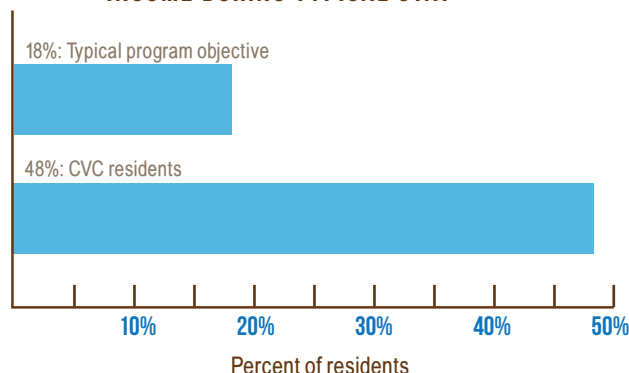
Graph 2.2 LENGTH OF STAY



Although more than 40% of short-term residents had no income upon entry at CVC, it appears that 48% of residents increased their income (albeit modestly in most cases) during their stay. This was achieved through a combination of factors that include, among others: (a) access to mainstream health and human services programs (e.g., Medicaid, SSI, TANF) and (b) retained employment. This percentage far exceeds the typical program objective of 18% (either increase in income or educational training).

Finally, it was determined that 72% of short-term housing residents achieved at least one of the goals stated in their case management plan upon exit from the program and that 74% increased their social support through community resources to achieve greater independence.

Graph 2.3 **PERCENT OF RESIDENTS WHO INCREASED THEIR INCOME DURING TYPICAL STAY**



Transitional and Permanent Housing

While outcome information is not readily attainable, at this time we can provide a “snap-shot” of resident characteristics for those families and individuals living in the Family Commons, Casa de Cabrillo, Long Beach Savannah Housing, and Century Villages at Cabrillo as of December 31, 2011.

	LONG BEACH SAVANNAH HOUSING	CASA DE CABRILLO	FAMILY COMMONS	CENTURY VILLAGES AT CABRILLO
Apartment Type	Single Room Occupancy	Single Room Occupancy	1-4 bedroom family apartment	Single Room Occupancy
Population Served	Veterans	Veterans	Families	Veterans
Housing Type	Shared Housing	Permanent Housing	Permanent Housing	Shared Housing
Number of Units	120	200	80	58
Building Place in Service Dates	12/1/2001	6/28/2004	12/20/2008	01/01/2002
Number of residents	204	184	296	39
Number of households	168	183	78	39
% of residents who are male	72%	91%	40%	95%
% of households headed by a female adult	26%	9%	87%	5%
% of residents under the age of 18	16%	0%	54%	0%
Ethnicity	25% African American 10% Hispanic 40% White 25% Other or unknown	38% African American 6% Hispanic 56% White 8% Other or unknown	49% African American 17% Hispanic 19% White 15% Other or unknown	Unavailable
Income Bands <i>percent of households who fall within the various levels of area median income</i>	<= 20% AMI = 54% 20-30% AMI= 18% 30-40% AMI = 16% 40-50% AMI= 6% 50-60% AMI = 3% 60-80% AMI= 1% >80% AMI = 2%	<= 20% AMI = 54% 20-30% AMI= 21% 30-40% AMI = 15% 40-50% AMI= 4% 50-60% AMI = 5% 60-80% AMI= .5% >80% AMI = 0%	<= 20% AMI = 36% 20-30% AMI= 28% 30-40% AMI = 17% 40-50% AMI= 16% 50-60% AMI = 3% 60-80% AMI= 0% >80% AMI = 1%	100% self-certify as being under 80% AMI
Average Area Median Incomes (AMI)	29.8%	25.8%	33.0%	100% self-certify as being under 80% AMI
Imputed Household Income <i>Based on 2012 HUD income limits</i>	\$17,611	\$16,843	\$27,819	100% self-certify as being under 80% AMI
LA County MSA Median Income <i>Based on 2012 HUD income limits</i>	\$59,100 <i>One person household</i>	\$59,100 <i>One person household</i>	\$84,300 <i>Four person household</i>	\$59,100 <i>One person household</i>
Average Tenure <i>Current residents as of 12/31/11</i>	1.65 years	2.78 years	2.16 years	2.59 years
Original Residents	3 (2.5%)	17 (8.5%)	40 (50%)	2 (3.7%)

As is evident, CVC’s housing developments are deeply affordable and are serving very low income individuals and families. For reference, according to HUD’s 2012 income limits for the Los Angeles County MSA, the median income (100% AMI) for a single person is \$59,100 while that of a four person household is \$84,300.

Child Outcomes

■ In addition to adult and household outcomes, CVC is especially interested in tracking child-specific outcomes, especially as several CVC programs like preschool classes and afterschool tutoring and mentoring target children specifically.

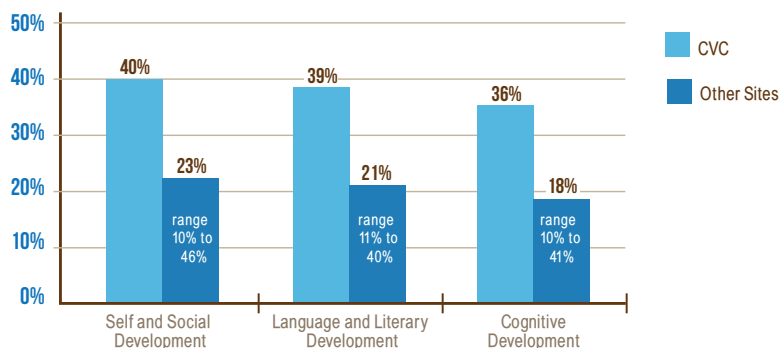
One of the most significant efforts to estimate the impact of CVC programming on children is Comprehensive Child Development's (CCD) ongoing assessments of children's social, cognitive and physical development. As a requirement of their funding from the California Department of Education, CCD evaluates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

To estimate the impact of CVC on children's development, we can examine the percentage of children given the highest ratings (i.e., integrating) in three of the areas assessed—*self and social development* (e.g., ability to take turns, engage in cooperative play, negotiate conflict), *language and literacy development* (e.g., letter and word knowledge and use of language in conversation) and *cognitive development* (e.g., problem solving and memory). We can then compare these percentages to those

at other CCD sites to examine whether children enrolled in CVC child care programs are developing on par with children in similar child care settings, with the same child care provider.

The graph below demonstrates that the 37 children enrolled in the CCD preschool program at CVC are performing, on average, at or above the same level as children in other similar child care settings. Future assessment and tracking efforts by CCD will allow for a more detailed analysis of individual children's developmental progress over time. This type of assessment will be valuable in getting a more accurate picture of the true impact of CCD child care as it will provide information about children's developmental skills at entry to the program and how they change/development over time. Similar to the analysis below, it will also allow comparison between CCD sites, including their child development center at CVC.

Graph 3.1 **PERCENT OF PRESCHOOL CHILDREN GIVEN THE HIGHEST DEVELOPMENT RATING¹**



¹ Highest ratings refer to those rated as integrating.

"Other site" percentages were calculated by averaging across all other CCD sites that serve a total of 181 preschool children, recognizing that there is a range with some child care settings having a higher percentage of children rated as integrating than others.



Assessment

During our interviews with each agency, staff was asked to identify the advantages and disadvantages to operating their programs on the CVC campus. Three advantages were routinely cited.

First, many commented on the inviting, *beautiful, peaceful, and well-maintained grounds*. Staff noted that the appearance of the grounds and the access to playgrounds signal to families that they are valued. In turn, this facilitates a feeling of true community. Staff also remarked that the beautiful CVC campus has a positive influence on residents' mental and physical well-being. This stands in contrast to many of their other program sites where families live in cramped apartments and have limited access to recreational areas.

Another advantage to operating programs on the CVC campus is the feeling of safety. Agency staff noted that they are comforted knowing that their families and staff are safe on the CVC campus. This feeling of safety comes not only from having a gated entry system in place, but also from a sense of collective responsibility among agencies on campus. That is, agencies watch out for each other.

Finally, most agencies mentioned that being in the same location with other agencies who share the same mission to serve the homeless is an advantage as it allows for greater collaboration. Agency staff appreciates the fact that they are able to walk clients over to other service providers and that clients do have to negotiate transportation across the city to receive services.

This spirit of collaboration extends to the relationship between agencies and CVC staff. Agency staff noted their appreciation when CVC staff listen to their needs, consult them on major

decisions, and advocate for them. A prime example of this is the work CVC did to advocate for a landscape barrier along the Terminal Island Freeway. This barrier will serve as a natural buffer for pollutants, noise, odor, and a visual screen, reducing the impact of the freeway, nearby refineries, and railway lines on the lives of CVC's residents. CVC hopes to break ground on the barrier in the spring of 2012.

Relatively few disadvantages to operating on the CVC campus were mentioned by agency staff. Those disadvantages mentioned were primarily related to the physical location of the site. For example, although most agencies felt the location of CVC added to the safety of the campus (an advantage), the location may also be perceived as isolating (a disadvantage). Some even characterized CVC as a *homeless island* in that there is limited access to commercial activity like grocery stores or other social service agencies that aren't on campus. One staff person noted that "*being isolated can be good in that we don't have the traffic and chaos that can detract from our mission and the feel of a cohesive neighborhood. On the other hand, CVC is on the periphery of all that is Long Beach and that can lead to people forgetting that we are out here.*" Others noted that the isolation of CVC can also lead to people becoming too comfortable at CVC; inertia can set in and residents who could move on to other opportunities, thereby opening opportunities for others in need, may not.



Next Steps

■ A great deal was accomplished during the Social Impact Project and the first iteration of the Social Impact Report. Meetings with Rene Castro clarified CVC's role as steward and strengthened the collaboration among agencies. This collaboration will be memorialized in the signing of a new Villages at Cabrillo Collaborative Agreement between partner agencies.

Interviews with agency staff and a careful review of agency reports allowed us to aggregate important indices across agencies, including agency capacity and output information such as client counts. We were also able to aggregate outcome information for short-term housing programs and to identify a number of general challenges associated with aggregating outcome information.

As mentioned previously, the Social Impact Project is intended to initiate a recurring process that results in an annual Social Impact Report. This year's inaugural process began with an assessment of "what is" in terms of capacity, data tracking, and reporting outputs and outcomes. The next step in the current process will be to engage agencies in a critical discussion of how to move forward.

Previously mentioned challenges such as dissimilar reporting periods, difficulty determining unduplicated clients, missing information, and different assessment methods will need to be addressed if we are to develop a sustainable, reliable method of capturing aggregate campus outcomes on a yearly basis. It will be important to solicit agency input so that we remain mindful of the tradeoffs between accuracy and administrative burden. We acknowledge that without continued buy-in from agencies, any global reporting system that is instituted will fail.

Another important next step is to solicit feedback about CVC from residents themselves. We believe that a truly accurate picture of the impact of CVC includes residents' perceptions about the physical site, property management, available services and amenities, and the programs within which they are participating. To survey residents we intend to develop a concise survey instrument that addresses these areas. This resident survey would subsequently be repeated on an annual basis to benchmark performance and needs over time.





Independent Verification

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

Beth Manke

Beth Manke, Ph. D., Evaluation Consultant
Long Beach, California
January 13, 2012

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