

A black and white photograph of several potted plants, including white flowers and leafy green herbs, arranged on a wooden surface. The plants are in various styles of pots, some ceramic and some wooden. The background is bright and slightly out of focus.

Villages at Cabrillo

SOCIAL IMPACT REPORT 2015

Our Growing Neighborhood

Our Vision

Why we do the work we do...

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

Our Values

How we work...

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

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

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

Excellence. We require excellence in all we do.

Our Mission

What we do...

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



LETTER FROM The President & Executive Director

Welcome and thank you for taking a glimpse into our growing neighborhood, the Villages at Cabrillo.

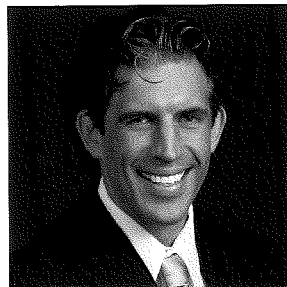
We use the word neighborhood with purpose and meaning, for that is what the Villages is really all about. We are a neighborhood of individuals, couples, families and children; a neighborhood of relationships, and a neighborhood of organizations that provide services to our residents and whose people are committed to effecting positive change and nurturing dreams and aspirations. Within this neighborhood, Century Villages at Cabrillo provides the environment and resources necessary to empower residents, restore health and inspire hope.

This 2015 Social Impact Report, our fourth edition, represents and depicts the real growth of the Villages, not only during this past year but since its inception in 1997.

In the past year, more than 100,000 square feet of new construction has been or is about to be completed. Hundreds of trees and thousands of new plants have been planted; a new solar-paneled carport has been installed, and new service providers have joined in our efforts to provide housing for 1,832 residents, 866 of whom are U.S. veterans. These efforts are aimed at improving the livability, connectedness, and sustainability of the Villages at Cabrillo neighborhood.

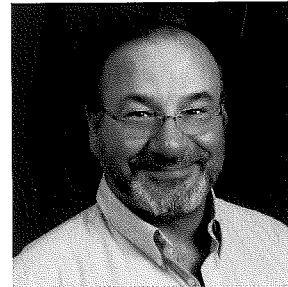
Change and growth have been the constants of this past year. Just as residents arrive at the Villages and begin to change and grow, so does our neighborhood. But, as always, it is not just buildings, development and landscaping that make the Villages so unique. It is the collaborative efforts of more than 20 committed organizations and more than 200 employed individuals who share a common vision and work to provide dignified, affordable housing and life-changing opportunities for residents to shape a better future for themselves, all within the context of a very special neighborhood.

In the pages that follow, you will find an empirical accounting of our many achievements during 2014. But most important, you will hear the stories of our residents, stories of lives transformed and of a neighborhood made healthier and more just—and thriving with new hope.



Brian D'Andrea

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



Steve Colman

Steve Colman,
Executive Director,
Century Villages at Cabrillo



CHANGE: IT TAKES A VILLAGE

Because no single agency can do it all, the Villages at Cabrillo takes a unique approach to ending homelessness, calling on a wealth of expertise and diverse programming from a number of partners.

The problem of homelessness affects virtually every American metropolitan area. In Los Angeles County, it is estimated that on any given night 23,000 people have no shelter. In the City of Long Beach, that number is estimated at 2,345, an 18% decline from 2013 to 2015, according to a biennial survey conducted by the Long Beach Department of Health and Human Services.

It is a problem that at times has crushed the spirit of its victims and frustrated communities seeking an answer. Government at all levels, private and nonprofit agencies, churches and community organizations have all sought to contribute to a solution. And progress is being made.

At the Villages at Cabrillo, we take a unique approach to this issue. First, we believe that homelessness is a symptom of a larger human problem. We start with basic needs—housing, food and safety—as the necessary foundation for a long-term solution. But we know that solving the more complex issues that lie beneath the symptom demands that we look deeply into the unique stories and situations of the homeless and the barriers they face. It involves creating opportunities for individuals to expand their education

and skills, resolve mental and physical health issues, and regain social connections, which ultimately will allow them to move to permanent housing, self-sufficiency and personal fulfillment.

Second, we acknowledge that no single agency can do all of these things effectively—it literally takes a village, set within the context of a highly supportive municipality like the City of Long Beach. Breaking the cycle of chronic homelessness requires a comprehensive, collaborative approach—a concept that has been dubbed Collective Impact, by Hanleybrown, et. al. (2012). The Villages and its more than 20 partner agencies adhere to the five conditions of Collective Impact. These include the incorporation of a common agenda, shared measurement, mutually reinforcing activities, continuous communication, and a “backbone” support organization.

Key to the success of this unique model is the recognition that each partnering agency brings a wealth of expertise and diverse programming upon which to build a strong, effective collaboration. Century Villages at Cabrillo provides the “backbone” for the support, communication between partners,

Century Villages at Cabrillo provides the “backbone” for the support, communication between partners, and coordination of activities as we, and our partner agencies, work with a shared vision.

and coordination of activities as we and our partner agencies work with a shared vision.

We believe that this integrated services model is a more effective approach for achieving large-scale social impact than each organization working independently to address the problem of homelessness.

This Impact Report is a tool for measuring outcomes across our many programs and for describing the transformation taking place every day in the lives of many.

PARTNERS

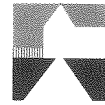
While housing is essential to solving homelessness, it alone is insufficient. These agencies, among others, are addressing the complex issues behind this problem and helping clients find pathways to hope.



American Indian Changing Spirits substance abuse treatment facility for Native American men



Catholic Charities of Los Angeles, Inc.
Catholic Charities emergency shelter for individuals and families



PATH/PATH Ventures interim and permanent housing and support for families



U.S. VETS supportive transitional and permanent housing for veterans



Harbor Interfaith Services supportive services to permanently housed chronically homeless individuals



Los Angeles Habilitation House employment services to persons who live with mental and physical disabilities



Bethune Transitional Center Long Beach Unified School District's hub for homeless services



U.S. Department of Veterans Affairs health care and substance treatment for veterans



Comprehensive Child Development, Inc. child care and quality early childhood education



school on wheels inc.
Tutoring Homeless Children Since 1993

School on Wheels tutoring services for the homeless



Project Return Peer Support Network, in conjunction with Mental Health America LA, peer-run respite program and supportive services



California State University-Long Beach CSULB supports the community and individual on-site agencies by providing evaluation consultation, completing community service learning projects on site, and facilitating the placement of student interns and volunteers for special events.



City of Long Beach—and in particular the **Department of Health & Human Services**—is an essential partner to the Villages at Cabrillo, providing funding, resources, and continued support for our collective vision of ending homelessness.

OTHER PARTNERS LOCATED BOTH ON- AND OFF-SITE:

Building Healthy Communities | California State University-Dominguez Hills | Corporation for Supportive Housing
East Yards Communities for Environmental Justice | End Abuse Long Beach | HOPE Foundation | 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 Time Exchange | Mokichi Okada Association | St. Mary Medical Center | The Children's Clinic

Our On-Site Team

214 Total full- and part-time staff

Volunteers..... **832**

Volunteer hours worked . **17,306**

Value (per hour) **\$26.87***

=\$465,012

*According to the Independent Sector, a leadership network for nonprofits, most recent data (2014) estimates that the dollar value of these volunteer hours in the State of California was \$26.87.

CONGRATULATIONS 2014 Service Provider of the Year

Center for Community Engagement, California State University Long Beach, was honored as Service Provider of the Year at CVC's fourth-annual Partner Appreciation Luncheon. The center was cited for its ongoing commitment to supporting the Villages community as a whole through academic partnership.



COLLABORATION STANDS OUT

The following quotes are from interviews with each agency. Staff were asked to identify a success or accomplishment during the past year. What is noteworthy is that most agencies focused on collaboration as either the greatest accomplishment or the key in recent successes.

Bethune Transitional Center “We have seen strengthened **collaboration** with multiple partners, including the Multi-Service Center, Catholic Charities, and CVC property management, which allows for real-time information and resources to be funneled to families so that we can eliminate barriers and students can focus on academics.”

Los Angeles Habilitation House “The **collaboration** among agencies on campus has matured to where we now have a cohesive, shared vision that supports our work. We are better able to help our clients become contributing adults and become the people they were meant to be.”

Catholic Charities “We were awarded a grant that allows us to provide more wraparound services for our participants.”

Harbor Interfaith Services “We are relatively new to the CVC campus, but because of the **collaboration** on-site and the coordinated entry system, we are able to help single adults and couples in meaningful and long-lasting ways.”

Comprehensive Child Development “Given restoration of funding, we were able to reopen two classrooms. And because of the **cooperative efforts** of CVC, we have been able to move our food program to its own space on the CVC campus. You simply can't move forward unless you work together. CVC has helped us move forward and better serve children and their families.”

School on Wheels “Because of our **collaboration** with the Oasis Center and their willingness to let us use their space Tuesday evenings, we have been able to serve more children on the CVC campus. We have also implemented a new database that will enable us to better track children and outcomes.”

PATH Transitional Living Center “The Continuum of Care (City of Long Beach) recognized that we needed more funding in order to best serve our clients. Overall, our funding increased this past year by a third!”

American Indian Changing Spirits “Our founder, Cheryl McKnight, received the

prestigious California Campus Compact Richard E. Cone Award for her significant contributions to the development of partnerships between institutions of higher education and communities—**collaborations** through which student learning and the quality of life in communities are simultaneously improved.”

U.S. VETS “Our biggest accomplishment this past year is simple: We are meeting and exceeding our mission to successfully transition military veterans and their families through the provision of housing, counseling, career development and comprehensive support.”

PATH Ventures “One of our big successes this year is a **collaborative effort** to develop a bike-share program for our residents. This project would not have been possible without community partners like TOMS and EMPACT Long Beach, a bike advocacy organization that engages the community, empowers more residents as bike advocates and pushes for equitable resources.”



CONGRATULATIONS 2014 Staff Person of the Year

Briana Pang, case manager for Path Ventures, has been named 2014 Staff Person of the Year at CVC's fourth-annual Partner Appreciation Luncheon. Pang was recognized for her outstanding service to families and for embracing and promoting the true collaborative spirit at Century Villages at Cabrillo. The awards are based on peer nominations.

Funding New Futures

For the fiscal year 2014, \$11,743,520 was leveraged at the Villages to underwrite housing and social services to individuals, families and children. To operate and maintain the property on-site, Century Villages at Cabrillo incurred an additional \$4,349,113, bringing total expenditures for resident housing and services to an estimated \$16,092,633 annually. In addition to CVC's ongoing improvement and investments in the campus, partner agencies occasionally use their own funds and resources to improve their on-site facilities. Agency outlays for repairs and renovations to enhance programs have totaled \$530,000 since 2008.

In 2014, CVC's
Service Funding
to Physical Assets
Leverage Ratio
was 16%.

Since 1997, CVC has invested nearly \$100 million in its fixed assets (buildings, site improvements, and physical plant). Funded by a combination of private and public sources (see current contributors, page 15), this capital investment is intended to produce positive social outcomes. But housing capital alone is not enough. Rather, an infusion of supportive service funding is required to leverage these fixed assets and produce positive human outcomes and real social impacts. In 2014, CVC's Service Funding to Physical Assets Leverage Ratio was 16%. This combination of capital sources, both housing and services, provides the necessary support to break the cycle of homelessness.

An additional \$5,901,074 was provided for a food service program run on-site by Comprehensive Child Development of Long Beach, an agency that administers funding for outside child-care providers.

PROGRESS ON MANY FRONTS

Housing Stability

Housing stability and income growth are two main indicators of program success used by the U.S. Dept. of Housing and Urban Development. Housing stability is defined as the ability to obtain and maintain permanent housing or permanent supportive housing. We can estimate housing stability for CVC residents in two ways.

First, we examine the percent of temporary and transitional residents who, upon exit, moved to permanent housing. Home for Good Standards of Excellence (United Way of Greater Los Angeles, 2014) suggest that one of the hallmarks of a high-quality interim housing program is when 40% of all exiting residents move on to permanent housing. Our data indicate that in 2014, **44%** of temporary housing residents upon exit obtained permanent housing, a 20% increase since 2012. Of transitional-housing residents, **56%** moved on to permanent housing, a rate that appears stable over the past three years and also exceeds the standard set by Home for Good Standards of Excellence.

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's Standards of Excellence suggest that programs aim for 90% six-month and 85% one-year housing stabilization rates. CVC's 2014 occupancy data reveal that **93%** of permanent housing residents remained in their homes at least six months; **88%** remained in their units for more than a year—rates that each exceed the recommendation by three percentage points.

93% of permanent housing residents remained in their homes at least six months—a rate that exceeds Home for Good's recommendation by three percentage points.

Income Growth

Eighty percent of short-term housing residents, 88% of transitional housing residents, and 45% of those entering permanent housing reported less than \$1,000 in monthly income at entry. Throughout 2014, many residents, especially those in permanent housing, increased their income:

- **25% of short-term housing residents who exited programs increased their income.**
- **42% of transitional housing residents who exited programs increased their income.**
- **56% of permanent housing residents increased their income.**

We attribute these income increases to a variety of factors, including the intensive programs on campus focused on attaining job-readiness skills and finding employment (91 short-term and transitional housing residents secured employment while in residence). The on-site assistance to help residents attain or increase the level of

MAKING THE MOVE

Percent of short-term residents obtaining permanent housing on exit.

	2012	2013	2014
Temporary Housing* Residents	22%	34%	44%
Transitional Housing* Residents	51%	55%	56%

*Temporary housing is defined as 90 days or fewer. U.S. Department of Housing and Urban Development defines transitional housing as lasting up to two years.

government support they receive is also key to income growth. Chief among the government sources of support are veteran disability compensation, CaWORKS, and CalFresh, the food stamps program in California.

The growth rate of CVC permanent resident incomes is 4.6%. This is 52% percent higher than the national income growth rate over a comparable period.

Another way to conceptualize income growth for permanent housing residents is to calculate the compound annual growth rate of resident incomes, a statistic that takes into consideration residents' "move-in" income, current years in residence, and residents' most recently certified annual income. Analysis shows that the annual growth rate of CVC permanent resident incomes is 4.6%. This is 1.57 percentage points, or 52% higher, than the national income growth rate for a comparable period and 1.54 percentage points, or 50% higher, than income growth in the Los Angeles/Long Beach Metropolitan Statistical Area (U.S. Department of Commerce, Bureau of Economic Analysis, 2014).

What this means in practical terms is that a resident who moved into CVC permanent housing and received \$12,000 a year in income theoretically could expect, after living on site for a year, to receive or earn an additional \$552 a year, \$368 more than an L.A./Long Beach resident starting with a similar annual income.

Rental Savings

For residents, the economic impact of living at CVC extends well beyond the assistance one receives in increased income. CVC's continuum of affordable, supportive housing provides opportunities for residents to save significant monthly sums that otherwise likely would be paid in rent to private landlords. As a concrete example, consider a person renting a one-bedroom apartment. An average one-bedroom apartment in the Los Angeles/Long Beach area rents for \$1,083 a month (U.S. Department of Housing and Urban Development, 2014). Residents at CVC pay, on average, \$463 a month for one-bedroom apartments, a \$620 monthly savings.

Looking across all rental units (studio, one-, two-, three-, and four-bedroom apartments) and considering the range of rents paid by residents, we see that CVC's permanent-housing residents save approximately \$560 per household per month as compared to

CVC residents saved a total of \$2,084,014 over Los Angeles/Long Beach fair-market rents in 2014.

the fair-market rents in the Los Angeles/Long Beach Metropolitan Statistical Area.

These savings are substantial when one considers that nearly 50% of Long Beach residents pay more than 35% of their income toward rent, imposing considerable strains on renting families.

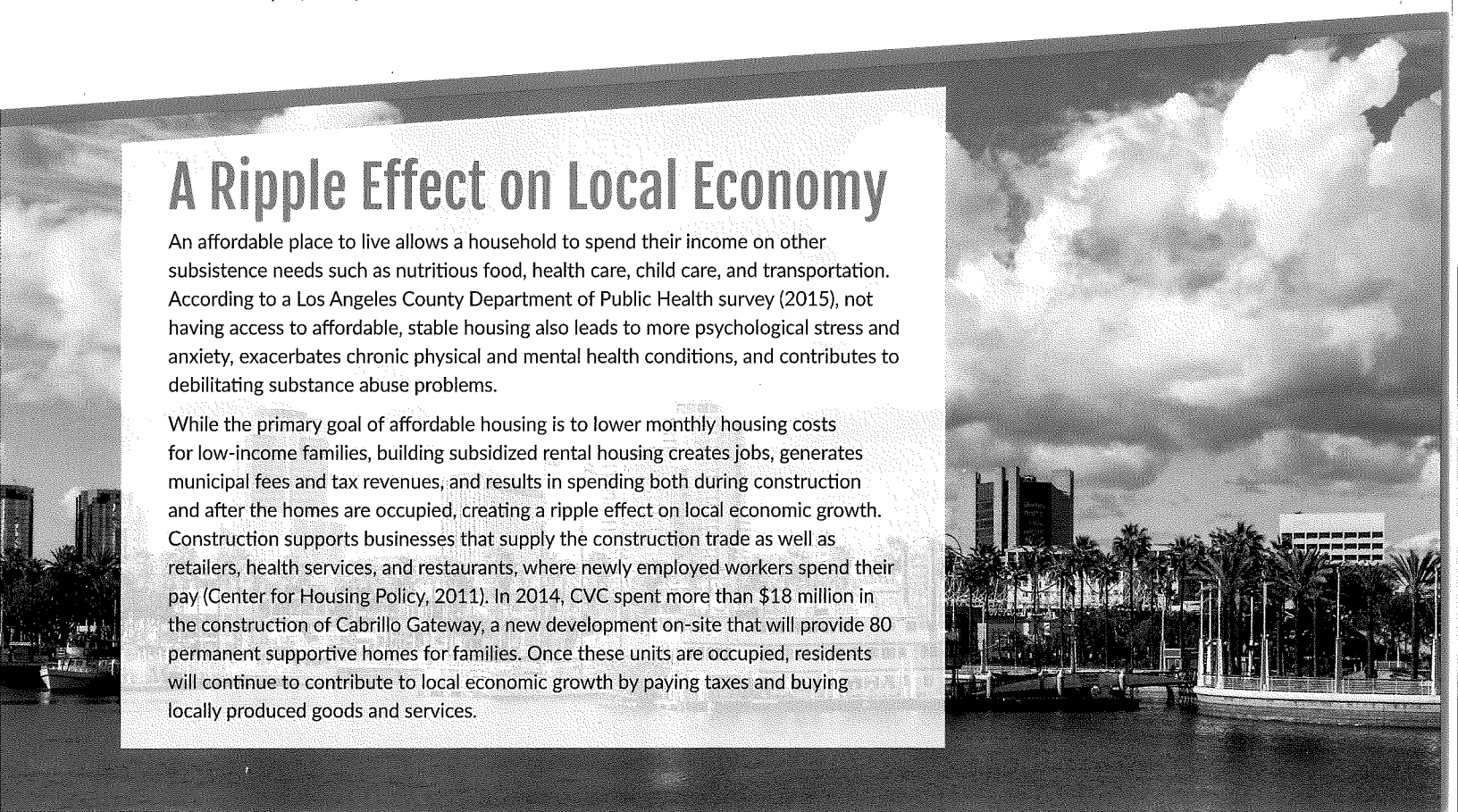
Dollars saved on rent are likely spent locally, providing a source of economic impact in our local economy.

In addition, Century Villages Property Management supports permanent housing residents who are having difficulty paying their rent by offering financial assistance through payment plans and pledges. These types of arrangements allow residents to maintain their housing as they work to get their finances in order. **In 2014, CVPM negotiated 110 payment plans/pledges; as a result, 107 of those households successfully retained their housing.**

A Ripple Effect on Local Economy

An affordable place to live allows a household to spend their income on other subsistence needs such as nutritious food, health care, child care, and transportation. According to a Los Angeles County Department of Public Health survey (2015), not having access to affordable, stable housing also leads to more psychological stress and anxiety, exacerbates chronic physical and mental health conditions, and contributes to debilitating substance abuse problems.

While the primary goal of affordable housing is to lower monthly housing costs for low-income families, building subsidized rental housing creates jobs, generates municipal fees and tax revenues, and results in spending both during construction and after the homes are occupied, creating a ripple effect on local economic growth. Construction supports businesses that supply the construction trade as well as retailers, health services, and restaurants, where newly employed workers spend their pay (Center for Housing Policy, 2011). In 2014, CVC spent more than \$18 million in the construction of Cabrillo Gateway, a new development on-site that will provide 80 permanent supportive homes for families. Once these units are occupied, residents will continue to contribute to local economic growth by paying taxes and buying locally produced goods and services.



Villages at Cabrillo

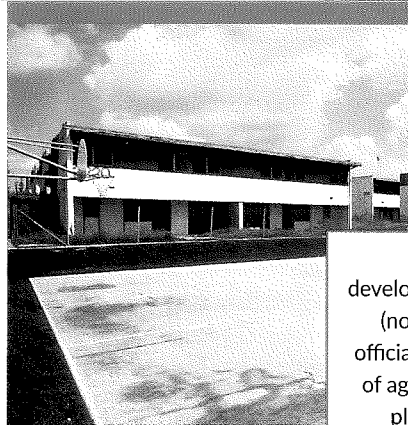
CENTURIES IN THE MAKING

Long before the Villages at Cabrillo was born, before the Navy's Savannah Housing Complex was created, before the City of Long Beach was established, before the creation of the California missions and the Spanish land grants, there existed villages around the place we now call the Villages at Cabrillo.

The Native Americans known as the Tongva had at least three villages—named Tevaaxa'anga, 'Ahwaanga and Povuu'nga—within the present boundaries of Long Beach. It seems the idea of a Village, or "Ke ke" in the Tongva language, has been a work in progress for centuries.

According to Jimi Castillo, a spiritual leader for the Tongva, "Povuu'nga is a sacred place where the first people were created and where Chingishnish, the major deity of Tongva mythology appeared to give the people their creation stories."

In its relatively short history, the community development organization that is CVC has worked to ensure that this legacy of community continues into perpetuity. Beverly O'Neill, mayor of Long Beach during the time the Villages was created, recalled in a recent interview, "What was so innovative about the Villages at Cabrillo was the coming together of so many Long Beach community groups to provide services and resources to the formerly homeless veterans and families and children of Long Beach."



New collaborators

Cantwell-Anderson, a private developer; LA VETS, a service provider (now known as U.S. VETS), and city officials bring together a collaboration of agencies to advocate for a master-planned community to benefit the homeless population in Long Beach.

Naval Station targeted for closure

The Base Realignment and Closure Commission of the U.S. Department of Defense recommends closing 28 major military bases, including the Long Beach Naval Station.

Century Housing invests more than \$13 million into what then was by far its largest investment, according to Board member Carrie Hawkins. CVC acquires title to the land on December 8.

New collaborators join, including Long Beach VA Medical Center, Catholic Charities, the Salvation Army, Long Beach City College, Comprehensive Child Development, Long Beach Unified School District, and American Indian Changing Spirits.

1991

1997

1995

A vision develops

The Long Beach Shipyards and their adjunct facilities such as the Savannah Housing Complex (now the Villages at Cabrillo) are conveyed to the City of Long Beach.

Local community and city officials begin holding dozens of meetings to develop a vision for the new community and address skeptics' questions and concerns about creating a homeless enclave in the West Long Beach area.

After the State of California's Century Freeway Housing Program relocated thousands of displaced low-income households during the building of the 105 Freeway, the state privatizes the existing agency overseeing relocation and Century Housing Corporation emerges as a nonprofit to continue financing and development of affordable housing for low- and medium-income individuals.

1998

Coming together

LA VETS initiates monthly service provider meetings, now known as the Villages at Cabrillo Collaborative (VACC). Current U.S. VETS President Steve Peck remembers this as "a grass-roots effort to craft a common vision, ensure cooperation rather than competition in the funding process, establish community policies, and create a collegial relationship that would hold the partnership together."



Map courtesy of Keepers of Indigenous Ways. Show your support at keepersofindigenousways.org and receive the full version of the map along with an extended history of Tongva Villages in Los Angeles.

Casa de Cabrillo opens



The next affordable-housing development, newly constructed Casa de Cabrillo, opens by fall, providing true independent living accommodations to 200 formerly homeless veterans, marking a dramatic improvement in care available to residents and doubling the number of veterans who could be served.

2004

Family Commons opens



In partnership with the City of Long Beach, and working with PATH as the designated service provider, CVC develops the Family Commons at Cabrillo, which opens late in the year, providing 80 homeless families with new homes in time for the holidays.

2008

New homes at Cabrillo Gateway, Anchor Place



Rendering courtesy of PSL Architects

CVC is completing Cabrillo Gateway, the fourth phase of affordable-housing development, which will open this July. Cabrillo Gateway, with the support of project-based vouchers from the Housing Authority of the City of Long Beach and funding from the County of Los Angeles and the Federal Home Loan Bank of San Francisco, will supply 80 new permanent supportive homes to families who otherwise would be homeless. Anchor Place, another development, is in the predevelopment stages with construction expected to begin by year-end. If funded, Anchor Place will provide dignified and service-enriched living quarters to an additional 120 households, including veterans and families.

2015

1999–2000

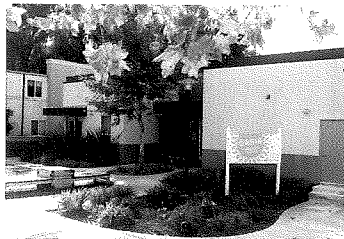
The Villages opens



The city opens the Multi-Service Center in 1999, which is designed to provide one-stop access to resources for individuals and families experiencing homelessness in Long Beach. The Villages, after opening in late 1999, is fully operational and all original on-site partners are in place, forming a continuum of care for homeless veterans and families, including a now-completed affordable-housing development named Long Beach Savannah Housing, an adaptive reuse of the former naval housing stock. U.S. VETS launches support services for veterans; Catholic Charities provides emergency shelter for families; Comprehensive Child Development offers child care; the Salvation Army provides transitional housing options for non-veterans; Long Beach VA offers dependency treatment on-site with clinical services to be added soon after, and American Indian Changing Spirits opens a substance abuse treatment facility for Native Americans.

2007

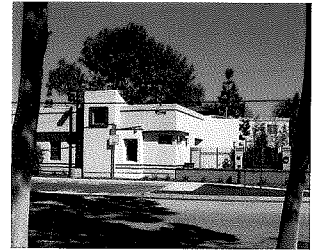
Oasis Community Center opens



In collaboration with Cal State Long Beach, the Oasis Community Center opens as an on-site resource center providing drop-in services to all adults and children living at CVC.

2012

Elizabeth Ann Seton Residence expands



CVC completes development of a new emergency shelter for families of the Catholic Charities' Elizabeth Ann Seton Residence to better meet the needs of a growing population.

THE FUTURE The Villages will always be a place of creation, where life begins anew, as the Tongva believe. CVC will continue to expand and grow, working with its partners to end homelessness and creating new opportunities for transformation in the lives of many.



FUTURE CHEF

Nailah is among many youth with brighter futures because of skills- and confidence-building programs at the Oasis Center, PATH Ventures, School on Wheels, and the Comprehensive Child Development Center.

Nailah is a teenager living in permanent housing at the Villages. Last year she participated in the weekly nutrition class for teens at the Villages' Oasis Community Center, which initially was funded as a 16-week pilot program through a Building Healthy Communities mini-grant. The program focused on fun, hands-on training and educational activities that promote healthy living, including cooking, gardening, and dining etiquette.

By all accounts the program was a huge success—so successful that the Oasis Community Center continued it long after funding ran out and expanded it to cover a wider range of topics and to meet several times a week. The once-weekly cooking class turned into a daily drop-in program for on-site teens. With the help of Cal State Dominguez Hills occupational therapy students, the Oasis Center now offers teens sports activities, homework help, arts and crafts, and computer access along with cooking once a week.

The Oasis teen program is but one of the many youth programs and services offered on the Villages campus. The

Oasis Community Center and PATH Ventures provide after-school programs for elementary school children that encourage the development of vital social skills and emotional intelligence. School on Wheels provides much-needed tutoring and mentoring to children in short-term and transitional housing, and the Comprehensive Child Development Center offers infant/toddler care and preschool classes.

In all of the programs, tracking children's developmental growth and well-being is important. Oasis Center staff report that

as a result of the teen nutrition program, many of the youth, including Nailah, not only learned to cook but also improved their self-esteem, learned conflict resolution strategies, acquired leadership skills, became more self-aware, and discovered they could confidently stand up for themselves and speak their minds.

Children enrolled in preschool at Comprehensive Child Development are evaluated every six months using the California Department of Education's Desired Results Developmental Profile. The profile is a standardized assessment tool that pinpoints children's progress in a number of key developmental domains such as a social-emotional development, cognition, reading, and motor skills. In 2014, staff tracked the progress of 23 preschool children, finding:

- **More than 85% maintained or experienced developmental growth in 2014.**
- **96% maintained or experienced developmental growth in empathy and taking turns.**
- **91% maintained or experienced developmental growth in conflict negotiation, and letter and word knowledge.**

Elementary school children participating in the Oasis Center after-school program are evaluated monthly using the same standardized tool. In 2014, 34 children participated in the program, 23 of whom remained long enough for a complete evaluation. **Of those children, 96% showed improvement overall, especially in areas of communication, empathy, conflict negotiation, awareness and appreciation of diversity, impulse control, and self-esteem.**

"I have seen many changes in Nailah. She is now more confident [and] assertive...she even plans things and makes strides to complete thoroughly what she sets out to do. We are very proud of her accomplishments, and we hope that she goes far in her dreams to become a culinary chef." *Dana Lewis, Nailah's mother*

BY THE NUMBERS

The Cost of Homelessness

The typical public cost to support homeless persons ranges from \$2,897 to as much as \$8,083 per month. At CVC, we estimate the cost of supportive housing for an individual to be \$732 per month.

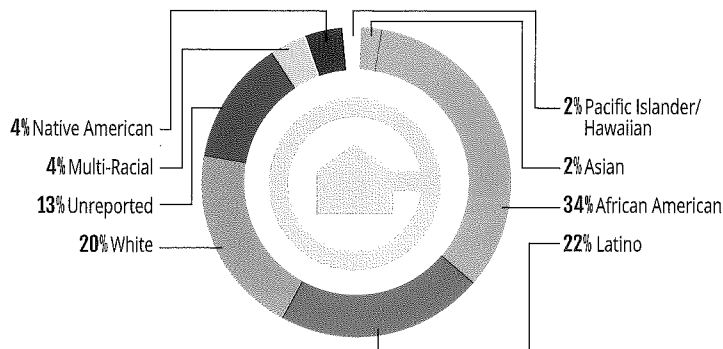
According to the National Alliance to End Homelessness (2014), hospitalization, medical treatment, incarceration, police intervention, and emergency shelter expenses combined make homelessness very expensive for municipalities and taxpayers. Expenditures vary greatly based on location and the characteristics of the population. They can be quite high compared to costs incurred by supportive housing agencies. Since services vary, direct comparisons can be difficult to make. Studies in Los Angeles County have found that a typical public cost to support homeless persons ranges from \$2,897 to \$8,083 per month for the chronically homeless population or those with a greater need (Flaming et al, 2009). Alternatively, once a homeless individual is safely housed with supportive housing, monthly costs can range from \$605 to \$3,444 per month, depending on the level of need, according to United Way's Homeless Cost Study (2009). CVC estimates its cost of housing an individual to be \$732 per month. This includes extensive supportive services, campus programming, and on-site community resources offered to everyone in addition to housing.

Total Villages Residents in 2014

	Adults	Children	Total
Short-term Housing	126	223	349
Transitional Housing	551	156	707
Permanent Housing	617	159	776
TOTAL	1,294	538	1,832

866
veterans
housed in
2014

Residents by Ethnicity



An Array of Services

The Villages at Cabrillo's collaborative model includes a wide range of services free of charge to help residents move toward self-sufficiency and stability. These include asset-building classes focused on workforce development and financial literacy, employment placement and training, substance abuse treatment, counseling and mental wellness programming, benefits management and access, healthcare for veterans and families on- and off-site, and services for children including tutoring and assessment, child care, and comprehensive children's and youth programming.

	NUMBERS SERVED IN 2014
Oasis Community Center	299 / 188 ADULTS CHILDREN
Los Angeles Habilitation House	42 ADULTS
Bethune Transitional Center	4,771 IDENTIFIED HOMELESS CHILDREN ¹
Comprehensive Child Development	78 / 670 CHILDREN LICENSED FAMILY CARE PROVIDERS
Veterans Village Recovery Center	150 VETERANS
Cabrillo Veterans Health Clinic	2,000 PATIENTS
School on Wheels	180 / 159 TUTORS TRAINED ON-SITE CVC CHILDREN TUTORED
Project Return Peer Respite: Hacienda of Hope and Hope Well	236 ADULTS
Long Beach Community Action Partnership's Project PLAY	25 CHILDREN

¹ Homelessness as defined in the McKinney-Vento Homeless Assistance Act of 2001, Title X, Part C of the No Child Left Behind Act - Sec 725



OUR RESIDENTS SAY...

In the spring of 2014, we completed our third-annual Resident Survey Project with the help of CSULB students and faculty. Two hundred fifty residents were surveyed. Questions focused on topics that seem to contribute most to people's attachment to their communities: **social offerings, acceptance, aesthetics, and safety** (Knight Foundation, 2010).

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

Overall, it appears that residents are very satisfied with their experiences on the CVC campus—a pattern of findings remarkably consistent across the past three years. In fact, there are no statistically significant differences in resident satisfaction from year to year.

88%
of residents are happy living at CVC.

70%
would refer a friend or family member to CVC.

An additional **21%** said they might refer a friend or family member, depending on the circumstances. Some residents noted that their friends and family are not homeless and do not need CVC services; others said that they needed to separate themselves from friends and family to recover or get back on their feet.

Social Offerings

- 77% agreed they are satisfied with the number of community social events offered on campus.

Acceptance

- 95% agreed that they are treated with dignity and respect by CVC staff (property management and Oasis Center staff).

Aesthetics

- 97% agreed that CVC landscaping is beautiful.

Safety

- 87% agreed that they feel safe on the CVC campus.

Residents were asked to indicate what they felt was the best thing about living at CVC. Top responses included:

1 Co-location and quality of programs on-site

"It is a great place that helps you get back on your feet. They even have people who assist you in finding work."

"This is a caring community with lots of services to help those of us who are less fortunate succeed in life."

3 Safety

"Very caring staff. I feel comfortable and safe living here."

"This is a safe environment with veterans helping each other."

2 The people, including the staff at the various agencies and the other residents

"This place saved my life. The therapists, case managers and property staff are very helpful and go beyond normal duties. I've recommended this place to friends."

"The people here are very helpful. They try to motivate you in the right direction, to get you back on track with your life. They are very positive and listen to what you have to say."

HOME AT LAST

Chris Heigl's journey has been anything but ordinary. Now, a steady job and a roof overhead could bring a new beginning with family.

Chris Heigl is not your average man, nor has he led an average life. In his youth he was a Junior Olympic swimmer and a student of California's Mentally Gifted Minor program. As a young adult, he joined the U.S. Army and was quickly promoted to platoon leader with many commendations. Later, he met his wife of Finnish descent and gave up his military career. They backpacked through 27 countries together. They settled down in Southern California, where he learned to speak Finnish and German and discovered his talent for art. Eventually, he built a successful carpet-cleaning business. Life was good.

So how did this man with such amazing prospects, end up homeless in Long Beach? More important, how did he transcend his plight?

When listening to Chris, one can't help but be reminded of the poem, "The Road Not Taken," by Robert Frost: "I shall be telling this with a sigh, somewhere ages and ages hence: Two roads diverged in a wood, and I, I took the one less travelled by, and that has made all the difference."

Regrettably, in Chris' case, the road he decided to take led him to a very dark place, a place that would result in the end of his 17-year marriage. As he put it, his "ego got in the way." Infidelity would be but one of a long line of choices that would result in the loss of not only his wife, but his home, his business and eventually his children.

After the divorce, Chris found himself living with a family that he had previously helped elevate from poverty and gang-related activities by providing them with jobs with his business. That's because, despite the choices Chris has made, one constant is that

he truly cares about those less fortunate. Providing jobs to the underprivileged was his way of giving back to his community.

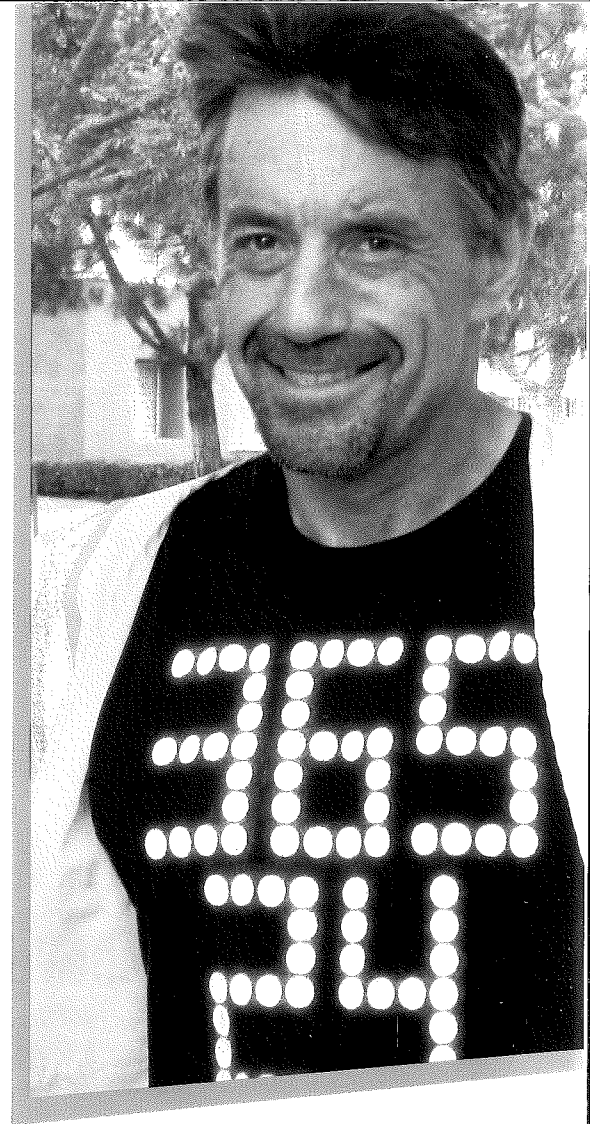
For a while things seemed to begin looking brighter for him. He liquidated his business, moved into a house in Costa Mesa and began working as an electrician's apprentice. He remarried and the couple had two children. Unfortunately, their marriage proved to be tumultuous, riddled with closet alcoholism and drug abuse, resulting in his wife being hospitalized and lapsing into a coma. Fortunately, she recovered, but they divorced and Chris gained custody of both children.

Facing homelessness again, Chris turned to his church for guidance and, with its help, found an apartment and was able to pay his rent. But after a short time he was laid off from his job and was forced to move into a motel with his children.

Homeless and jobless again, Chris contemplated suicide. He had finally hit rock bottom. To protect his children, he gave up custody of them to their grandparents. With nowhere else to turn and needing a roof over his head, he took responsibility for a crime his wife committed and ended up in jail.

Upon his release, his cellmate provided him with a letter of recommendation to live under the bridge in Long Beach—a requirement by the "society" that lives there. Vanquished and lost, he headed to the bridge, all along thinking this was his demise.

But this was not the end for Chris Heigl. Be it fate, destiny or divine intervention, Chris met someone who would change the course of his life. While at a bus stop a gentleman from the VA informed him about the U.S. VETS program at the Villages. Curious, Chris met with a program staffer and entered the Veterans in Progress program. After several months of treatment and stabilized housing, Chris was eager to get his life back and looked for any opportunities for

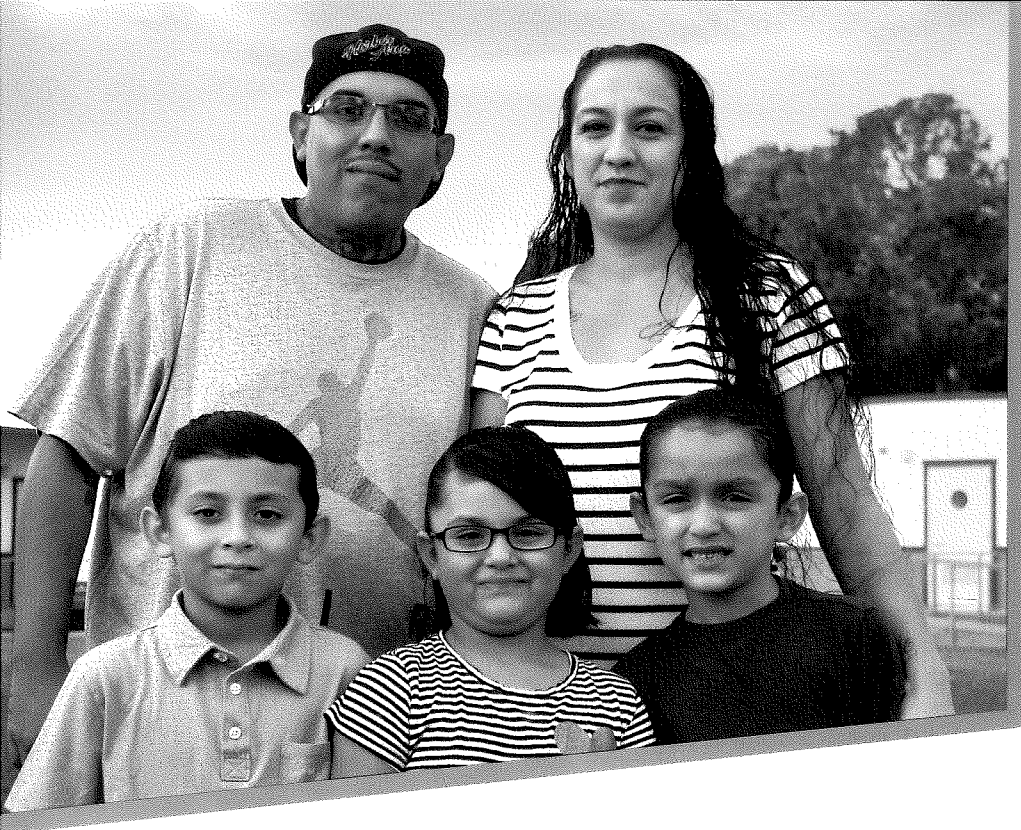


employment or self-improvement. He didn't have to look far.

He applied for a construction job with Walton Construction, the general contractor for CVC's newest development, Cabrillo Gateway. Within a few months he was hired as a temporary employee but became permanent in short order. Chris also heard about CVC's resident art program, in which resident art is curated in our management office. Chris brought in three beautiful paintings, which were proudly put on display for residents and staff to enjoy.

Now that he is gainfully employed and living in an apartment on his own, Chris has one more aspiration—one that seems simple, yet in his mind is insurmountable: picking up the phone and calling his children. His heart desires it, but his mind does not believe he deserves their forgiveness.

Once again, "two roads diverge." One can only hope that this time he chooses the road that will continue to bring him happiness along his journey.



Evaluation Process and Independent Verification

Just as the management of housing and support services is a collaborative effort, so too is the estimation of the collective impact of agencies at the Villages at Cabrillo. Information in this report was gathered from agency reports, interviews with 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 and Human Services to obtain key data from its Homeless Management Information System.

Throughout this report summary statistics are provided; more detailed findings—including descriptions of how we aggregate data across agencies—can be found in various Social Impact Technical Reports, which are available upon request from Kimberly Crawford at kcrawford@centuryvillages.org.

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 2014.

Beth Manke

Beth Manke, Ph.D.; Evaluation Consultant
Long Beach, California
April 17, 2015

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For further information about this report or to receive copies, please contact Kimberly Crawford at kcrawford@centuryvillages.org or our main office at CVC at 562-388-8107.

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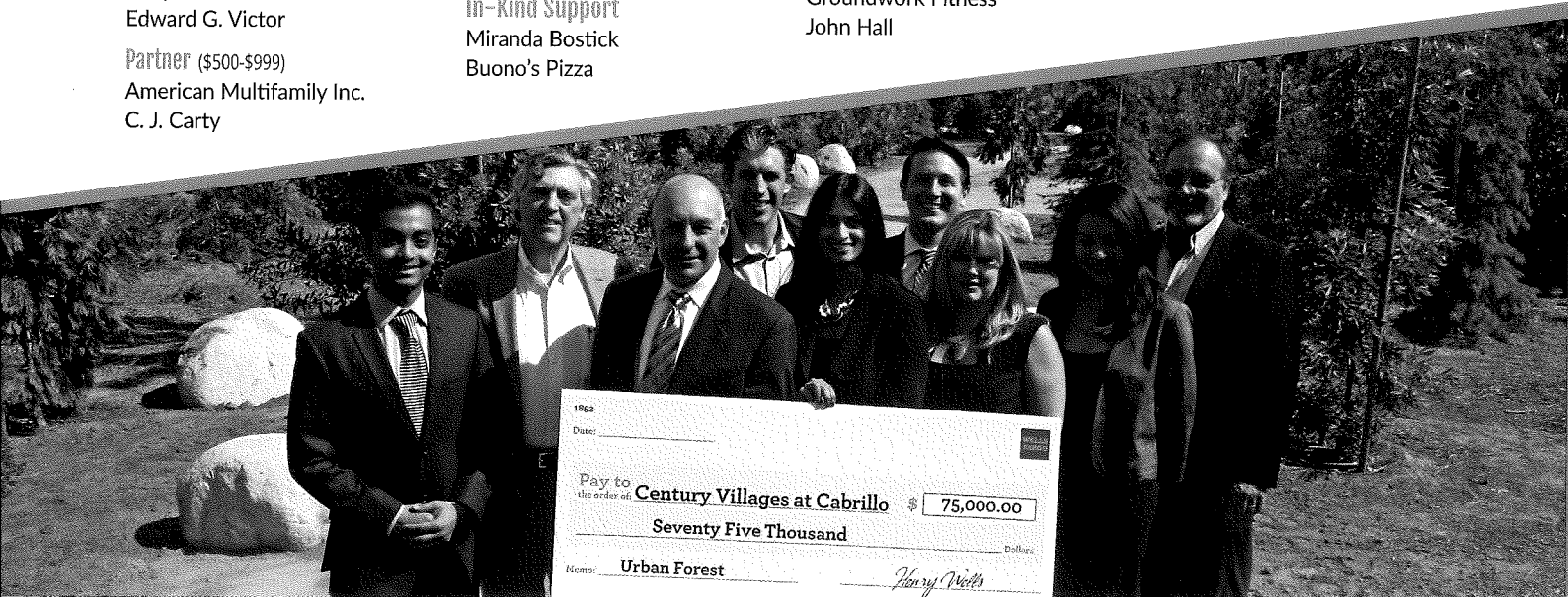
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LEFT PHOTO: Children in the Olio Community Center after-school program, with the help of CVC staff and volunteer PHS occupational therapy students, painted beautiful murals and planted the flowers at Mother's Day gift.

RIGHT PHOTO: Situated on an acre of previously underutilized land leased from the City of Long Beach, CVC's urban forest contains hundreds of specially selected trees that serve to filter the air while sequestering carbon dioxide. Featuring a firewalking path, educational signage and other amenities, this urban forest was made possible thanks to grants from the Port of Long Beach, NeighborWorks® America and Wells Fargo, along with individual and corporate donors.