



May 14, 2014

Mr. Larry Herrera
City Clerk
City of Long Beach
333 West Ocean Boulevard, Lobby Level
Long Beach, CA 90802

Re: 2014 Villages at Cabrillo Social Impact Report

Dear Mr. Herrera,

On behalf of the Century organization, we are most pleased to provide you a copy of the **2014 Villages at Cabrillo Social Impact Report** ("Report"). This third annual Report captures the story of our collaboration and reveals our collective passion for restoring health and hope within our residents. An affiliate of Century Housing, Century Villages at Cabrillo ("CVC") is the 501(c)3 nonprofit community development organization that owns, develops, and manages the 27 acre Villages at Cabrillo campus in Long Beach. The Report represents the culmination of a comprehensive effort to aggregate social impacts across our community's myriad nonprofit and governmental service providers over the past year. We'd like to share with you the following highlights from the **2014 Villages at Cabrillo Social Impact Report**:

- Our housing is up to **10.8 times more cost effective** than the alternative societal costs of homelessness.
- **1,937 individuals** were housed at the Villages at Cabrillo last year across a spectrum of housing.
- Service providers leveraged more than **\$14.4 million of annual service funding** on site last year.
- **246 staff are employed** across CVC and its partners.
- Lease holding residents saved nearly **\$2.25 million in rent** above County-wide fair market rents.
- Current residents have exhibited income growth of **5.72% per annum**, more than 76% greater than the national average for a comparable time period.

These remarkable successes are possible precisely because our collaboration focuses on **humans first**, striving to meet resident needs when, where and how residents are most likely to accept support. Within the uniquely-crafted environment that is the Villages, we are able to achieve astonishing outcomes by working together.

Thank you for taking the time to read our Report and reflect on our collaboration's successes. While we have much to be proud about, we have many more challenges to tackle in 2014 and beyond. On behalf of our partners, thank you for your generous support of the Villages. Should you have any questions, please do not hesitate to contact me at 310-642-2059. Thank you and we look forward to being in touch with you soon.

Sincerely,

Brian D'Andrea
President, Century Villages at Cabrillo

The success of the Villages at Cabrillo community is attributable to a pioneering public-private partnership. To this end, we must acknowledge the City of Long Beach for its leadership and support over the years without which the Villages at Cabrillo would not be possible. In particular, we thank Mayor Bob Foster, Council District #7 Councilman James Johnson, the Health & Human Services Department, the Housing Services Bureau, and the Planning Department, among others. We also offer our gratitude to the County of Los Angeles and our 4th District Supervisor, Don Knabe, who has provided extensive support to the Villages at Cabrillo campus over the years. A debt of gratitude is owed to our many financial supporters whose generosity has helped to create the special place that is the Villages. Lastly we would like to especially thank each of our service provider partners for their trust and cooperation in this process and their abiding commitment to ending homelessness and restoring hope.



Century Villages
at Cabrillo



Villages at Cabrillo

2014 **SOCIAL
IMPACT**
REPORT

LETTER

from the President & Executive Director

Our Vision

Why we do the work that 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.

Thank you for taking a moment to learn about the unique collaboration we call the Villages at Cabrillo. As stewards of the Villages, Century Villages at Cabrillo (CVC) is immensely proud of the accomplishments of our collaborative in 2013. This report highlights the essential work of our community partners in nurturing and supporting individuals and families as they heal from the trauma of homelessness.

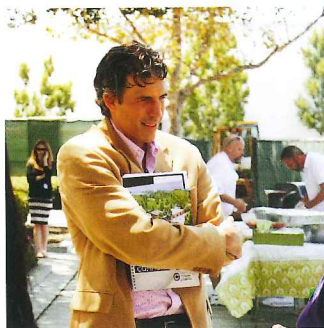
Our Theory of Change on page three highlights the many inputs, programs and services, strategic activities, and positive outcomes that nourish our community of nearly 2,000 annual residents and tells the collective story of our collaborative efforts at the Villages. This Report evidences a theory hard at work in pursuit of our vision.

We work together because no one source, no one solution can solve homelessness here in Long Beach or the nation. But only together do we continue to make a dramatic difference in the lives of thousands.

As you read the words and digest the statistics, be sure to reflect on the real stories of our residents. While housing is vital to our efforts to eliminate homelessness in our community, real impact happens when we put humans first. The CVC mission statement reflects these beliefs and aims to empower residents, restore health, and inspire hope.

We trust you will find this report nourishing and fulfilling! For more highlights about CVC, search our website at www.centuryvillages.org. You will find information about campus housing, services and activities as well as our quarterly newsletter, *The Village Anchor*, which strives to be informative, inspirational, timely and useful. You can also follow us on Twitter @CVCLongBeach or LIKE us on Facebook where we highlight our residents, service providers, and community policies.

Kindest regards,



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

Century Villages at Cabrillo's THEORY OF CHANGE

Look for these icons throughout the report for specific numbers and details of each step



OUTCOMES and Their Impact on Residents

- Increase income and access to benefits
- Learned new skills and achieved personal goals
- Move from poverty and homelessness to self-sufficiency
- Rental savings
- Housing stability
- Children thrive



STRATEGIC ACTIVITIES to Increase Residents' Skills and Income

- Partnerships with local universities and businesses
- Career development classes and services on site
- Daily life skills classes on site, including financial literacy
- Community outreach and involvement
- Case management and mental health services offered to every resident
- Access to free child care and children's services



PROGRAMS AND SERVICES to Meet Residents' Basic Needs

- Shelters and Transitional Housing
- Supportive services on site



Villages at Cabrillo COMMUNITY INPUTS

- 20 service providers and 246 staff collaborate for the benefit of residents
- Shared vision of ending homelessness
- Providers co-located where clients need services
- Wrap-around model

WHAT IS THE THEORY OF CHANGE?

According to the United States Interagency Council on Homelessness' Federal Strategic Plan to Prevent and End Homelessness (2010), there are several key strategies to reduce homelessness: increased leadership, collaboration, and civic engagement among private and public sectors; increased access to stable and affordable housing; increased economic security; improved health; and a transformation of crisis response systems to prevent homelessness. The agencies within the Villages at Cabrillo collaborative have embraced these strategies and work closely with the City of Long Beach and other partners to implement them in our collective work to prevent and end homelessness.

These strategies form a central piece of CVC's Theory of Change or the basic logic underlying CVC's work. Ultimately, our stewardship of the Villages is focused on "Humans First" and the resident outcomes we seek to achieve. Our desired outcomes of income growth, stable housing, and self-empowerment are consistent with those recognized by HUD and its Continuum of Care funding which supports many of our service provider partners. We believe that offering residents more than housing by working collaboratively with our partners is the key to success. We help residents move from poverty and homelessness to self-sufficiency by giving them what they need when and where they need it. Our model is based on Maslow's Hierarchy, where needs such as food, housing, safety and health are the first step. Once those basic needs are met residents feel safe and are able to experience growth and significant change. Through our on-site service providers and off-site partners we create these opportunities for residents to expand their education, gain skills, and achieve their goals which ultimately allows them to move to permanent housing and become self-sufficient.

2013 HIGHLIGHTS



Home Depot volunteers work alongside a veteran.

HOME DEPOT FOUNDATION gives back!

In April 2013, CVC teamed up with U.S. VETS and The Home Depot Foundation, with more than 300 Home Depot volunteers from across the country joining staff and residents in transforming our campus. In addition to revamping and expanding the existing therapeutic community garden, volunteers improved several other areas of the campus: interior improvements, a new gazebo, play structures for toddlers, and a new pedestrian gate guard house. Throughout the day, many veteran residents spent time interacting with the Home Depot volunteers, who expressed gratitude to have had the opportunity to speak with so many veterans who shared stories and experiences.



VAC PAC members celebrate their new name and redefined mission with a cake.

VAC PAC: New name and redefined mission

A monthly meeting for program site directors at the Villages at Cabrillo has been convened since 2000. This group's work has been instrumental in developing rules and procedures on site as well as bringing much needed resources to campus, such as the bus line outside of our gate. In April 2013, a group of about a dozen dedicated site directors from partner agencies participated in a half day facilitated retreat to explore ways to re-energize the meeting. This began the process of redefining the group's mission and creating a new sense of ownership of the meeting among the participants. The first decision that was made was to rename the group Villages at Cabrillo Partnership Advocacy Council (VAC PAC). The group felt the name connected better to the Executive Director's group, now known as the Villages at Cabrillo Collaborative (VACC), and better defined the membership and mission.



Cabrillo Gateway Rendering (courtesy of PSL Architecture).

Construction on CABRILLO GATEWAY UNDERWAY!

Construction on CVC's newest housing development, Cabrillo Gateway, began in late 2013. This is CVC's fourth phase of campus development and will offer 80 new permanent supportive homes. Cabrillo Gateway will become the signature development at the entry to the campus. Not only will the development serve as the physical gateway into our community, but for future residents it represents the symbolic gateway out of homelessness and into hope. Featuring a ground floor federally-qualified health clinic (FQHC) to be operated by The Children's Clinic, Cabrillo Gateway will include supportive services, aimed at health & wellness, personal development and restoration of hope. Set to open in the summer of 2015, the building will include one, two, and three-bedroom units for eligible individuals and families. All 80 homes will feature a rental voucher from the Housing Authority of the City of Long Beach.



The Children's Clinic



Susan Brislin, Mokichi Okada Association.

2013 Service Provider and Staff PERSON OF THE YEAR

In August 2013, CVC hosted its 3rd Annual Partner Appreciation Luncheon to honor its community of dedicated staff from across more than 20 organizations. Day in and day out, this group of individuals helps to carry out the mission of the Villages while providing compassionate, life-affirming and high quality care to residents of the Villages.

Century Villages continued our tradition of asking for peer nominations for Service Provider of the Year and Staff Person of the Year. School on Wheels was chosen as Service Provider of the Year for their work providing tutoring to the homeless children on site and their dedication to the community for over a decade. Susan Brislin of Mokichi Okada Association was named Staff Person of the Year for her work in collaborating to make the gardening program a success at the Villages.



Kim Crawford (CVC), Louis Mena of School on Wheels, Steve Colman (CVC).

Tony's Story of Growth

Client Centered Gardening



As you tour CVC, you will inevitably be drawn to a beautiful blooming garden filled with vibrant flowers, ripening vegetables, and aromatic herbs. This garden

is largely the work of our veterans who have found therapeutic respite in CVC's gardening program. The story of Robert "Tony" McMahon, a graduate of the Veterans Village Recovery Center (VVRC) program, reveals his individual journey toward recovery which has resulted in inspiration for an entire community.

After completing his military service, Tony explored many career paths, including tree-trimming and horticulture, but depression and heavy drinking took its toll and led Tony to seek treatment in Tuscaloosa, Alabama. Tony's journey eventually led to his return to California where he entered U.S. VETS' Social Independent Living Skills (SILS) Program, which allowed him to begin his recovery at the Long Beach VA. As part of his recovery with SILS his case manager suggested he begin working in the garden—at the time no more than an overgrown patch of land behind the veteran program buildings. With donated seedlings in hand and a bit of assistance from a generous community member, he set off to revitalize the overgrown patch during the spring of 2012. Battling weeds, poor soil conditions and watermelon thefts,



Tony helps install wheelchair accessible planter boxes, a must-have item that was part of his dream garden.

his first vegetables began to grow. With patience and persistence, Tony continued to nurture and maintain the garden throughout the entire summer.

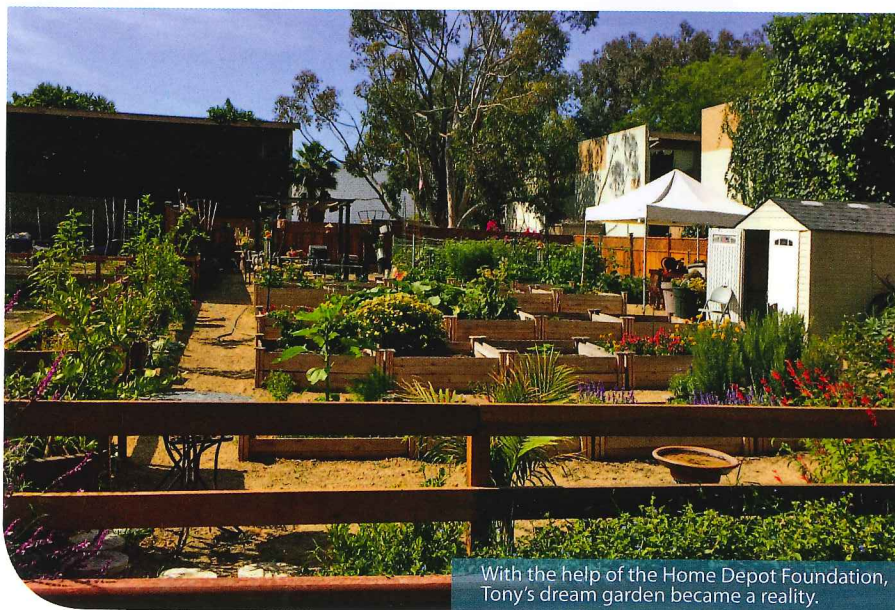
But for Tony, that wasn't enough. He explained, "my idea was for it to become more than just me, which is happening, and for it to hopefully be something of an involvement that is bigger than a couple people and it stays going so it doesn't turn into weeds." So with the help of the Home Depot Foundation, Tony was able to see his idea come to fruition. He helped design his dream garden, which includes wheelchair accessible planter boxes and an open field with fencing protection for special crops, as well as seating areas, fountains and bird feeders. Then on one spring day, 300 volunteers transformed his small patch of land-turned-garden into his dream: a large beautifully landscaped area that many more can enjoy.

With help from Susan Brislin of the Mokichi Okada Association (MOA) and with Tony's leadership, gardening participants are now getting therapeutic value from the teamwork and experience of participating in different projects around the garden—value that Tony has personally experienced. Tony participated in a year-long research study with occupational therapy graduate interns from California State University



Dominguez Hills School of Occupational Therapy. The students used a standardized assessment, which measures client performance and satisfaction of life goals. Tony showed that he had made significant progress throughout the year in all four goal areas: increasing earned income, increasing productivity, improving exercise, and increasing social activity. Tony joined the students as they presented the results of their project at an annual State Research Conference of the Occupational Therapy Association of California.

With collaborative support from Century Villages and U.S. VETS, Tony has also secured a part-time employment position for garden maintenance, secured his service-connected benefits and is currently living off site—but continues to return to care for the community garden. Tony was recently honored with a "Long Beach Heroes" Finalist Award for helping many individuals and families at CVC with his work at the garden.



With the help of the Home Depot Foundation, Tony's dream garden became a reality.

ABOUT THE COMMUNITY

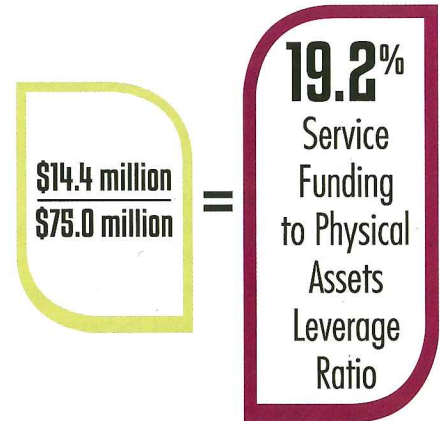
Collective funding, shared space, support and recruitment of qualified staff and volunteers, and collaboration among 20 partner agencies in a shared vision and mission is where our **Theory of Change** begins...

More than HOUSING...



For the most recently ended fiscal year, a total of **\$14,413,121** of service funding was leveraged on campus to support the delivery of housing and social services to individuals, families and children¹. Beyond service funding, the cost CVC incurs to operate and maintain the campus environment is **\$4,313,885**. This brings the total expenditures at the Villages to **\$18,727,006** annually².

Over CVC's history, nearly **\$75.0 million** has been invested in our fixed assets (buildings, site improvements, and physical plant). Funded by a combination of private and public sources, this capital investment is intended to produce 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 2013, CVC's **Service Funding to Physical Assets Leverage Ratio was 19.2%**. This combination of capital sources, both housing and services, provides the necessary support to break the cycle of homelessness.



VOLUNTEERS at the Villages at Cabrillo



¹ Another \$5,901,074 was leveraged through a program run on site by Comprehensive Child Development that supports food services for outside childcare providers.

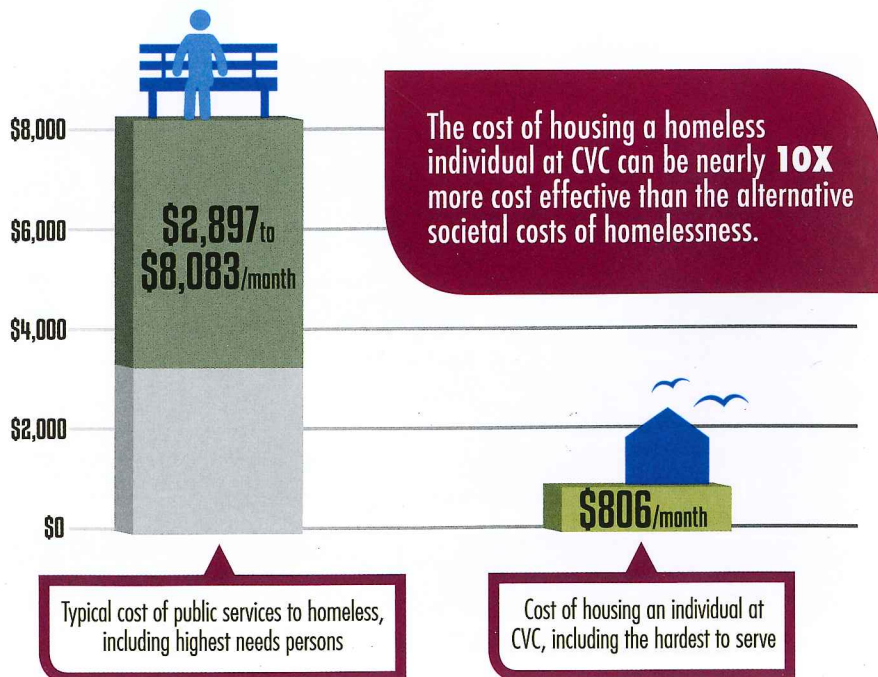
² In addition to CVC's ongoing improvement and investments into the campus on occasion partner agencies use their own funds and resources to improve their space. Since 2008, an additional \$500,000 has been spent by agencies on repairs and renovations to enhance their programs.

³ According to the Independent Sector, a leadership network for nonprofits, most recent data (2013) estimates the dollar value of these volunteer hours in the State of California was \$26.34.



COST BENEFIT of providing supportive housing

According to several studies conducted in Los Angeles County, a typical public cost to support homeless persons ranges from \$2,897 to as much as \$8,083 per month for those with highest need or who are chronically homeless (Flaming et al, 2009). Alternatively, once a homeless individual is safely housed within supportive housing, monthly costs can range from \$605 to \$3,344 per month, depending on the level of need, according to United Way's Homeless Cost Study (2009). At CVC, we estimate that the cost of housing an individual to be \$806 per month. This cost includes extensive supportive services, campus programming, and on site community resources offered to everyone in addition to the housing program. As is evident, the cost of housing a homeless individual at CVC can be nearly 10 times more cost effective than the alternative societal costs of homelessness.



ENDING HOMELESSNESS through Community Partnerships

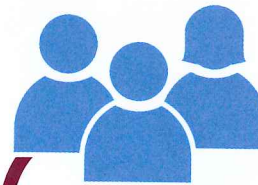
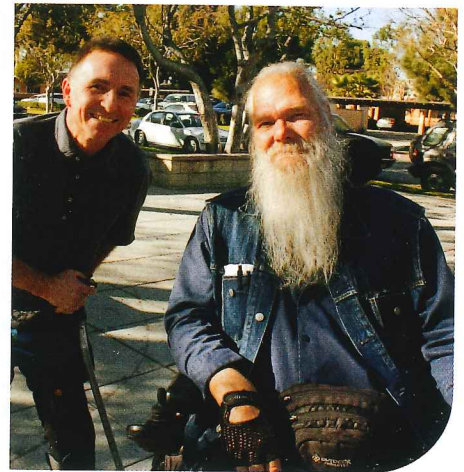
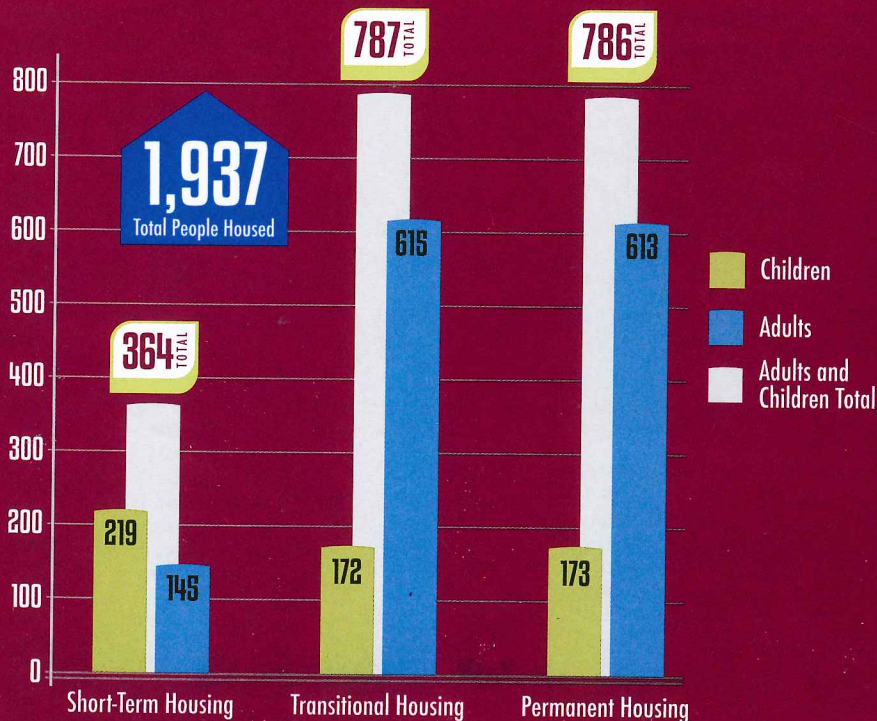


In its 2010 Opening Doors strategic plan to prevent and end homelessness, The United States Interagency Council on Homelessness set goals of ending chronic and veteran homelessness by 2015 and ending family and child homelessness by 2020. The City of Long Beach participates in this movement through its "10-year Plan to End Homelessness" which is built on the premise that community partnerships, collaboration, and innovative programs like the Villages at Cabrillo, are the keys to eradicating homelessness, not just managing it.

The 2013 Long Beach homeless count, conducted by the City of Long Beach's Health Department, found a total of 4,387 homeless persons in Long Beach. Although slightly up from 2011, the number of unsheltered persons decreased. Figures show 854 homeless persons have secured permanent supportive housing, while more than 1,000 people have secured transitional housing throughout the City, including programs operated at the Villages at Cabrillo. Because of collaborative efforts spearheaded by the City targeting veteran homelessness, Long Beach's population of unsheltered veterans is down to its lowest point ever. In 2013, although Long Beach had 1,110 homeless veterans according to the report, 85% of homeless veterans (946) in the city were sheltered while 164 remain unsheltered. Century Villages at Cabrillo and partner agencies such as the V.A. and U.S. VETS joined these efforts to house and serve homeless veterans. **885 veterans resided at Villages at Cabrillo in 2013, representing 65% of CVC's adult population.**

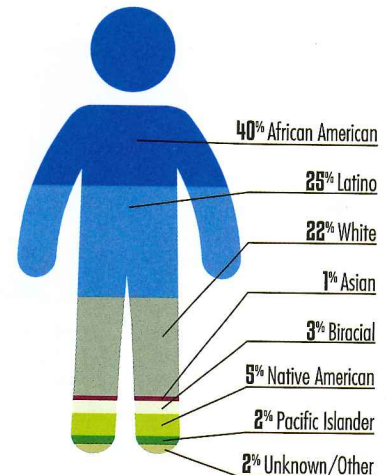
Another important population that we serve is families with children. The City's homeless count found that 530 children were homeless in January of 2013, which is down from 586 in 2011 and a staggering 2,069 just ten years ago. Of those children counted in 2013, 70% (371) were sheltered. 30% of CVC's population are children.

PEOPLE HOUSED at the Villages at Cabrillo in 2013



246 people work at the Villages at Cabrillo to end homelessness

ETHNICITY of CVC Residents



Available data suggests that the ethnicity of CVC residents is comparable to the general characteristic of the homeless in Los Angeles according to United Way of Greater Los Angeles' publication (2010) *Home for Good: The Action Plan to End Chronic and Veteran Homelessness by 2016*.

HOUSING OPPORTUNITIES



SHORT-TERM HOUSING and TRANSITIONAL HOUSING

During the 2013 calendar year 1,151 individuals were housed in short-term housing facilities or transitional housing programs on site. These shelters and programs are a critical part of the continuum of care for homeless individuals and families, providing refuge and immediate assistance. All programs offer assistance and specialized programming and services to assist individuals in getting back on their feet and aiding in the transition to permanent housing. While lengths of stay can vary, the majority of residents in short-term housing at CVC stayed no more than 60 days and most residents in transitional housing programs stayed less than 180 days, making their successes all the more impressive. For more detailed data, refer to *Social Impact Technical Report: 2013 Housing Stability (Manke, December 2013)*.

THE 3 KEY OUTCOMES

for those leaving short-term and transitional housing programs are:



HOUSING STABILITY

- 87% leaving short-term housing moved to transitional or permanent housing, up from 70% in 2012.
- 55% leaving transitional programs moved to a permanent residence.



INCOME GROWTH

- 87% of residents entering programs at CVC report less than \$1,000 of monthly income.
- 50% of short-term and transitional housing residents increased their income during residency at CVC, up from 31% in 2012.
- 31 people secured employment.
- 28% received CalWORKs (CA's TANF program), up from 27% in 2012.



PERSONAL GOALS

- 22% of those residents leaving short-term or transitional housing increased their education.
- 79% increased social support.
- 80% achieved other personal goals.



Veterans in Progress is a work re-entry program for unemployed, homeless veterans that helps them gain residential stability, increase their skill levels and income, and achieve a greater level of self-determination through employment.



ADVANCE Women's Program is a residential program designed to assist unemployed, homeless women veterans in obtaining employment and permanent housing.



Social Independent Living Skills is a residential program with supportive services focusing on helping those who are either disabled or seniors, or in some cases both.



Veterans Re-Entry Program is a comprehensive program providing services to recently separated Afghanistan and Iraq veterans.



Catholic Charities
of Los Angeles, Inc.

Catholic Charities Elizabeth Ann Seton Residence provides up to 45 days of emergency shelter for individuals and families including single men, pregnant women, people with disabilities and senior citizens in need of refuge while they rebuild their lives.



New Image Emergency Shelter

New Image Emergency Shelter for the Homeless, Inc. (Project Stepping Stone) provides transitional housing for homeless families with children. Families are assisted with education, jobs, case management, and housing placement.



PATH Ventures' Transitional Living Center offers interim housing for homeless families with support services for up to 6 months.



American Indian Changing Spirits runs a substance abuse treatment facility for Native American men.



PERMANENT SUPPORTIVE HOUSING



In 2013, 563 households resided in permanent housing on site. CVC's permanent housing developments are deeply affordable and serve very low-income individuals and families, the majority of whom earn less than 30% Area Median Income (AMI), while many struggle with substance abuse, mental health issues, and physical disabilities. We

know that affordable housing alone is not enough for low-income families and individuals to overcome homelessness and achieve housing stability. Rather, it requires support, encouragement, and resources to enable individuals to overcome barriers and maintain their housing. All of our permanent housing residents are offered a variety of supportive services both from partner agencies and the Oasis Community Center. They include counseling, transportation support, budgeting assistance, job development, case management, and community building activities and events.

In addition, Century Villages Property Management (CVPM) supports residents by working closely with them and service providers to offer ways in which to maintain their housing by offering financial assistance through payment plans and pledges.

In 2013, CVPM offered 105 payment plans/pledges and 89% of those successfully complied with the terms of the plan and maintained housing.

PAYMENT PLAN Success Rate



89% Success Rate in 2013



(Up from 72% in 2012)

Long Beach Savannah Housing (LBSH) and CVC's shared housing provides affordable permanent and transitional housing to veterans. LBSH offers both single and double rooms for individuals. Supportive services are provided to LBSH residents through a partnership with U.S. VETS and CVC's Oasis Community Center.



Cabrillo Plaza (Casa de Cabrillo) provides 200 efficiency apartments for single veterans. Rental support is available for disabled and homeless veterans through the Shelter plus Care and Disability programs. Supportive services are provided to Plaza residents through a partnership with U.S. VETS and CVC's Oasis Community Center.

Family Commons at Cabrillo provides 80 apartment homes for large families. PATH Ventures provides on-site supportive services to residents, including case management and employment assistance and offers mental health services through partnership with Mental Health of America Los Angeles (MHA). Of those, 40 apartments are subsidized through PATH Ventures for qualifying families with physical and/or mental disabilities and who were previously homeless. CVC's Oasis Community Center provides supplemental wrap around services to all 80 families.



WHY AFFORDABLE HOUSING MATTERS



Recently, the Joint Center for Housing Studies at Harvard University released America's Rental Housing: Evolving Markets and Needs (2013), their seventh report on the state of America's rental housing market. **It found that today more renters are cost burdened than at any point on record.** This problem is particularly acute in Southern California, including the City of Long

Beach where it is estimated that nearly **50% of Long Beach households pay more than 35% of their income toward rent**, imposing insidious strains on both renting families and the public at large.

An affordable home allows a household to spend their income on necessary resources like education, food, clothing, health costs, and transportation. Perhaps most importantly, an affordable home provides children a nurturing place to study, play, and develop.

According to Center for Housing Policy and National Housing Conference (2011), affordable homes may improve health outcomes, especially in children. They reported that children who live in subsidized housing are significantly more likely to meet "well child" criteria—having no developmental concerns or hospitalizations, a healthy weight, and characterized as being in good or excellent health—than children in families on the wait list to receive housing aid.

CVC's continuum of affordable, supportive housing (440 permanent supportive housing units) provides opportunities for residents to save significant monthly sums

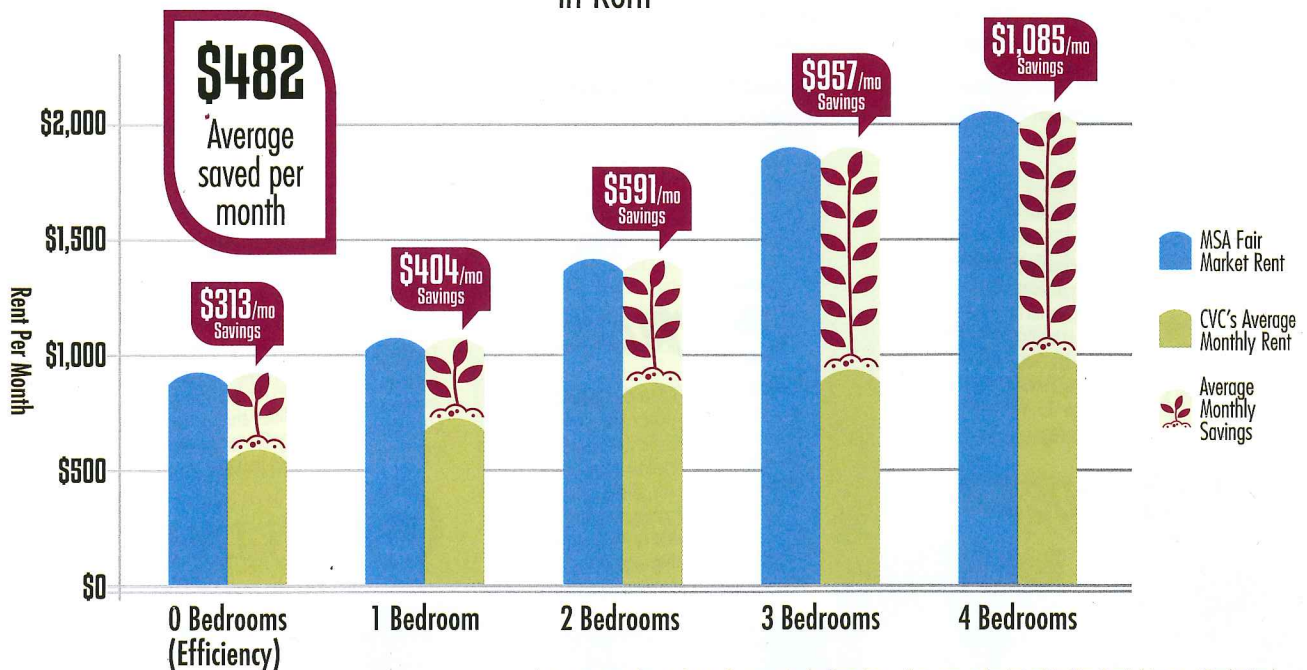
that otherwise would likely be paid in rent to private landlords. On average, **CVC's permanent housing residents save approximately \$482 per month** as compared to the fair market rents (FMRs) in the Los Angeles/Long Beach Metropolitan Statistical Area (MSA). Studies show that these dollars are more than likely spent locally, providing a source of economic impact in our local economy. In 2013, CVC renters saved more than \$2.2 million in rent.

\$2,249,239

Amount CVC's residents saved over Los Angeles/Long Beach Fair Market rents in 2013



AVERAGE MONTHLY SAVINGS in Rent



Learn more about these figures, including how they are calculated in the *Social Impact Technical Report: 2013 Income Growth and Rental Savings* (Manke, December 2013).



INCOME GROWTH

Consistent with our short term and transitional programs, we found that 45% of households entering permanent housing reported less than \$1,000 of monthly income at move-in. At follow-up, that percentage dropped to 35%, a 10 percentage point improvement. We have also measured income growth within CVC's permanent housing by calculating the compound annual growth rate of 'move in' income to the most recently certified annual income data.

Analysis shows the Compound Annual Growth Rate (CAGR) of resident incomes is 5.72%. This is a full 2.47 percentage points higher than the national income growth average for a comparable time period and 1.92 percentage points higher than income growth in the Los Angeles/Long Beach Metropolitan Statistical Areas (MSA) for a comparable time period (Manke, December 2013).

We attribute these income increases to a variety of factors including the on-site support that is provided to help residents attain or increase the level of government support they receive. This includes veteran disability compensation and CalWORKS, as well as intensive programs focused on attaining job readiness skills, finding employment and increasing their earned income.



Eunice is a great example of one of those residents. Her family entered the Family Commons with an annual income of less than \$1,000 a month and more than tripled that within a year.

After her husband lost his job at the end of 2011, Eunice, a stay at home mom, began looking for employment. She was able to find temporary work but it was still difficult to make ends meet, and eventually her family lost their home and had to live in a hotel. The hotel manager referred Eunice and her family to Catholic Charities Elizabeth Ann Seton Residence, a temporary shelter program at the Villages at Cabrillo. While staying at the shelter, both Eunice and her husband attended Life Skills classes at CVC's Oasis Community Center. After attending the Life Skills classes, Eunice's husband

began working with Oasis staff to update his resume. With the assistance of staff, he found temporary work, which enabled the two of them to start saving money and allowed them to move out of the shelter and into the Transitional Living Center on the CVC campus.

By the fall of 2012, Eunice's family was able to qualify to move into the Family Commons, CVC's permanent supportive housing development for families. Eunice continued to seek permanent work using the workforce development services at the Oasis Community Center. When a management position opened up at Hacienda of Hope, one of the new programs located on the CVC campus, Oasis staff assisted Eunice with updating her resume, completing a job application, and preparing her for the interview. Eunice successfully obtained a full-time position as Site Manager.

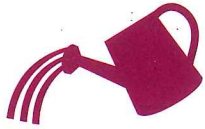
Because of the integrated services of the Oasis Community Center, Eunice's family found permanent housing, her husband found temporary work, and she found permanent full-time work, all within a year's time. While her husband continues to utilize workforce development services to seek a permanent position, having permanent housing and Eunice's full-time job has created stability for the entire family.

5.72%

Annual
Income
Growth Rate
of residents,
76% higher
than national
average



SUPPORTIVE SERVICE PROVIDERS



While housing is an essential ingredient to solving homelessness, it alone is insufficient. Simply providing a roof and four walls does not empower residents, restore health or necessarily inspire hope. Instead, a robust network of supportive service providers help to leverage this housing and support the growth of our residents—a **collaborative that truly puts “humans first.”** For ultimately it is real people who experience homelessness: a young veteran mother recently returned from war, a small household victimized by violence, or a middle-aged father who is a victim of the recession. Each of these individuals and families became homeless for different reasons. Solving their crises requires thoughtful, individualized attention to their needs and a deep understanding of their barriers.



Julie's Journey

Julie Newman, a veteran, entered the U.S. VETS Women's Advance Program in February of 2012 after battling a long history of incarceration and substance abuse. Julie had a desire to live drug free and began her journey to recovery when she enrolled with Veterans Village Recovery Center on site. In her recovery efforts she worked hard, didn't cut any corners and remained totally committed to working the program and understanding her addiction.

Julie completed the program and was accepted into the Workforce Department as a transitional worker in the Career Center. She was very grateful for the experience and received very high praise for her work at the Career Center, especially from the clients who often commented on how joyous and helpful she was. Even though her work program ended, she stayed connected with the services on site and applied for the HUD VASH housing program to end her cycle of homelessness. After 1½ years she received a housing voucher, which she used to stay on-site at the Cabrillo Plaza. When she was given keys to her own apartment, she cried, saying it has been more than 10 years since she had her own apartment.

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U.S. VETS Career Center/Workforce Development Program mentors and facilitates veterans who are seeking employment.

2,226 adults served; 17,532 visits



Long Beach Multi-Service Center (MSC) is an off-site resource center operated by the City of Long Beach Department of Health and Human Services that provides support services for homeless in Long Beach. Services include case management and referral services including to Century Villages at Cabrillo, if appropriate.



Los Angeles Habilitation House (LAHH) offers transitional and permanent employment, training and career opportunities in green janitorial services, record and document management, and administrative services to persons who live with mental and physical disabilities, including veterans. LAHH believes that by providing a supportive work place clients learn important transferable skills (e.g., critical thinking), gain confidence, and learn to take pride in both themselves and their work.

37 adults served



Project Return Peer Respite's Hope Well and Hacienda of Hope is a peer run program that provides walk-in community resources for adults recovering from mental illness and a respite care program providing a short-term alternative to hospitalization for adults experiencing a temporary crisis.

43 adults served (Hacienda of Hope)
54 adults served (Hope Well)

Veterans Villages Recovery Center (VVRC) offers intensive outpatient 30-90 day substance abuse treatment and rehabilitation for veterans with addiction and chemical dependency problems. The VVRC program's goal is to prepare and provide drug-dependent Veterans the tools to lead a life style of continuous recovery.

105 adults served



St Mary Medical Center provides screenings, wellness classes, trainings, Breathmobile, and other health related services for the residents at CVC, both on site at CVC or at the Medical Center.



Veterans Affairs (VA) Community Based Outpatient Clinic (CBOC) is a satellite outpatient clinic located at the Villages at Cabrillo for veterans.



CHILDREN'S PROGRAMMING



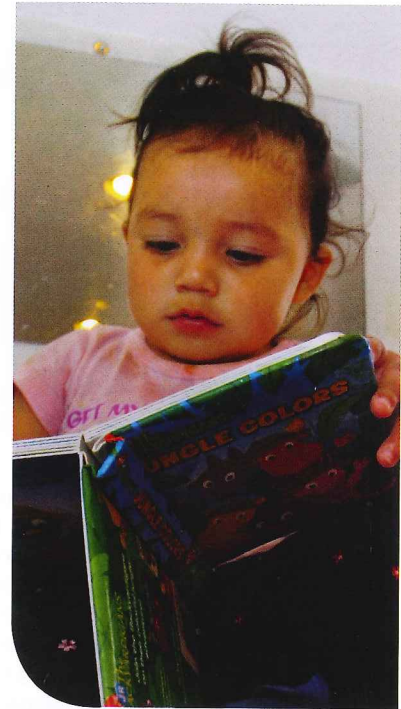
Another way to gauge impact of the Villages environment is to examine children's well-being and developmental progress. Several agencies on the CVC campus provide important child services including infant and toddler care, preschool, afterschool care, and tutoring and mentoring.

Preschoolers Make DEVELOPMENTAL PROGRESS

As a requirement of their funding from the California Department of Education, Comprehensive Child Development (CCD) evaluates each child within sixty days of starting and twice yearly thereafter using the Desired Results Developmental Profile system, a time-intensive assessment tool that provides ratings of children's social, cognitive and physical development. The

most compelling evidence that this program positively impacts the lives of children they serve comes from our examination of children's developmental progress over time.

Our analyses show remarkable developmental growth in 2013 with many children advancing as many as four developmental levels in a 12-month period. Of those preschool children not already performing at the highest levels of development, over 80% made developmental progress in terms of impulse control, empathy, and taking turns. Further, over 70% made developmental progress in conflict negotiation and letter and word acknowledgement. These rates of developmental growth in 2013 match or exceed rates in 2012. The fact that so many children made developmental progress is particularly noteworthy given the undeniable challenges faced by these children and their families including homelessness and economic instability.

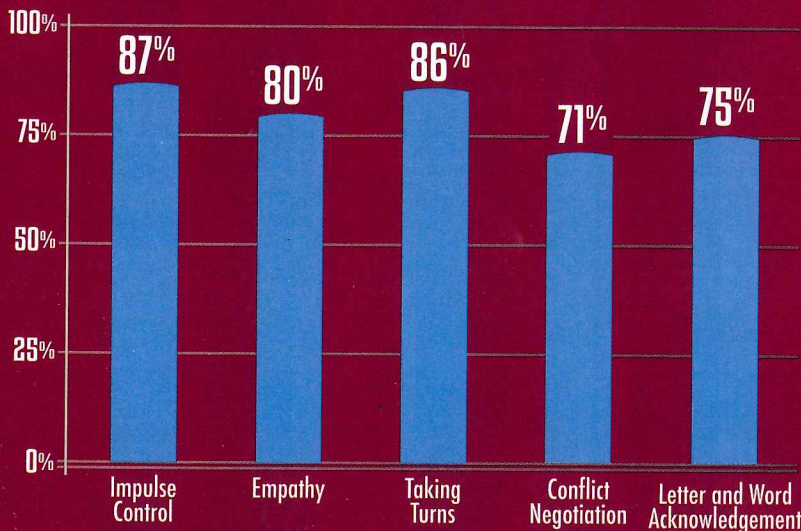


Comprehensive Child Development offers child care and a quality early childhood education curriculum for children whose parents work, are in job training, and/or are seeking permanent housing.

101 children served at the Villages; Supportive Network of 20 contracted licensed family child care providers



Percent of Preschool Children Making DEVELOPMENTAL PROGRESS IN 2013



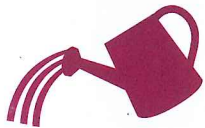
7,000

Number of children a day ensured healthy meals through CCD's Child Care Food Program

CHILDREN MOBILIZE to Better Their Community



Project P.L.A.Y. taught a group of children living in permanent housing about local environmental justice issues and the role that art has played in social movements. The youth participated in workshops, trainings, discussions, and civic engagement and then applied what they learned to create a booklet that contains poems, drawings and stories that demonstrate existing environmental and health conditions of their communities as well as a positive vision for their future. These youth have also spoken out at community meetings about local environmental issues.



At the Oasis Community Center After-School Program and STAR Summer Camp children learn about community and giving back. From community clean up days, to little ones working hand-in-hand with veterans to plant a flower in the garden, or by teens creating and serving a meal to veterans they get hands-on lessons in taking pride in the community, being kind and respectful to their neighbors, appreciating the physical space they live in, and taking active responsibility for their actions.



82%

of adults served at the Oasis Center obtained at least 2 job related skills



CVC's Oasis Community Center offers daily adult skill-building classes, individualized help, which includes an assessment of the client's needs and goal setting, an open computer lab, children's programming, and a volunteer program. The Oasis Center is at the heart of CVC's larger Community Development plan that includes organizing regular community and family events that increases resident engagement and promotes family cohesiveness and community connectedness as well as facilitating the communication and collaboration that exists amongst the partner agencies.

354 adults, 75 children served



Long Beach Community Action Partnership (LBCAP) oversees Project P.L.A.Y. (Partnerships Leading Active Youth), a daily, structured and unique program for the youth residing at CVC's Family Commons, in conjunction with Path Ventures. LBCAP also runs the Men Making A Change (MMAC) program which increases the capacity of young men of color to engage in health-promoting policy advocacy. Together the Project PLAY and MMAC programs support youth leadership efforts on campus.

87 children, 22 adults served



TUTORING Boosts Children's Confidence and Grades



School on Wheels provides tutoring for children living in shelters and transitional living programs at CVC. To estimate the effects of tutoring, School on Wheels surveys children every 6 months and collects information from parents.

86% of children reported that tutoring improves their grades.



80% of children rated their tutoring experiences as excellent.



98% of parents stated that their children were more confident in school as a result of having a School On Wheels tutor.



School on Wheels provides tutoring services to homeless children on site and works closely with CVC's Oasis Center with volunteer recruitment for ongoing and special events as well as referrals and assistance in tutoring needs for permanent residents.

118 children tutored; 120 tutors trained



school on wheels inc.
Tutoring Homeless Children Since 1993

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. Bethune works with school counselors and administrators to identify homeless students and then to provide services so that children can achieve academically.



5,500 identified homeless children



Kenny's Story

A Teen's Journey from Homelessness to Higher Education

When he was in junior high school Kenny White lived with his mother at the Villages at Cabrillo. During his time at the Villages, Kenny attended Bethune Transitional School when they offered classes on the CVC campus for homeless children. Kenny credits Bethune for helping him improve his academic skills and qualify for high school admittance.

During his freshman year in high school, his mother moved to Georgia. Kenny, who was diagnosed at the time with auditory processing disorder, did not feel that the schools in Georgia were giving him the kind of support or academic challenge that he needed. With his mother's approval, Kenny took the money he had earned at a part-time job and returned to California to get the education he so desperately wanted. With the help of Bethune staff, Kenny was able to find housing at a local youth shelter and obtain a job at Cabrillo High School while he finished his senior year and prepared to graduate from high school.

Kenny is now enrolled in Wake Technical Community College and hopes to transfer to North Carolina State University where he plans to study engineering. Kenny's story was recently highlighted in the Long Beach Press Telegram (Valenzuela, B., 2013). In the article, Kenny comments directly on his experiences as a homeless teen. He says, "I was very arrogant and angry with the world because of my circumstances, but with their [Bethune's] guidance I was able to come through that situation less scathed than what I may have been."

"I probably would have given up on high school and any of the dreams that I had, and for that I am thankful to the Bethune staff."

~Kenny

RESIDENT SATISFACTION and Attachment to Their Community

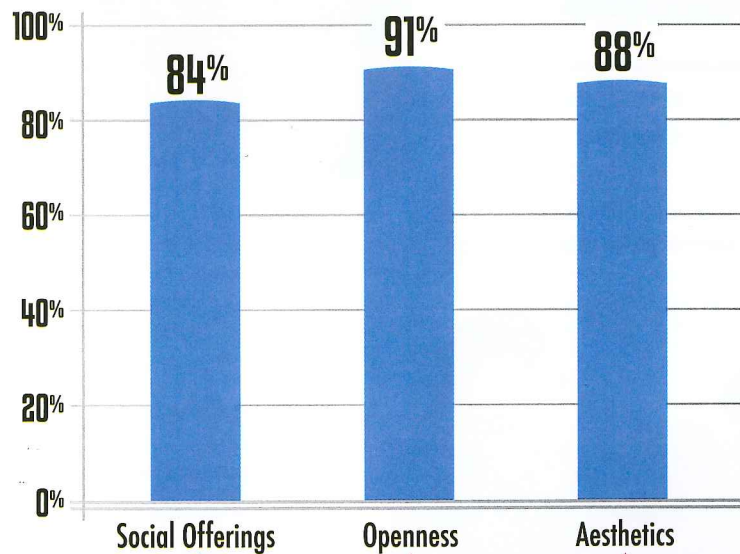
Highly attached residents are more likely to actively contribute to a community's growth



The experience and feedback of residents at the Villages plays an integral role in our social impact work. In the spring of 2013, we completed our 2nd Annual Resident Survey Project with the help of CSULB students and faculty. **More than 300 residents were surveyed** using questions based on the Knight Soul of the Community Project conducted by Gallup and the John S. and James L. Knight Foundation (2010). The questions focus on three main areas that generally attach people to their communities or place **1) social offerings 2) openness and 3) aesthetics**. Two additional factors that often contribute to attachment include **basic services and safety** and are thus included in our survey along with questions about specific Villages at Cabrillo programming and site information.

Residents' responses on this year's survey were compared to residents' responses on the 2012 Resident Survey. Overall, the pattern of responses is similar. **That is, residents were very satisfied with their experiences on the CVC campus in 2012 and remain satisfied in 2013** (Manke, December 2013).

WHAT MATTERS MOST TO RESIDENTS



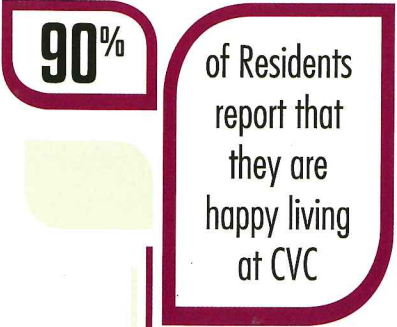
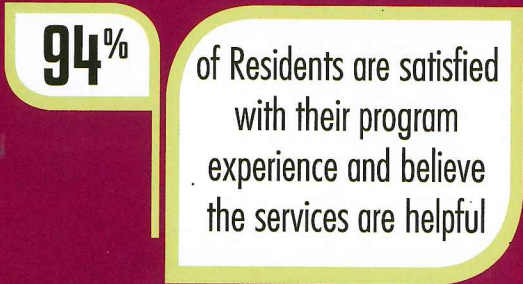
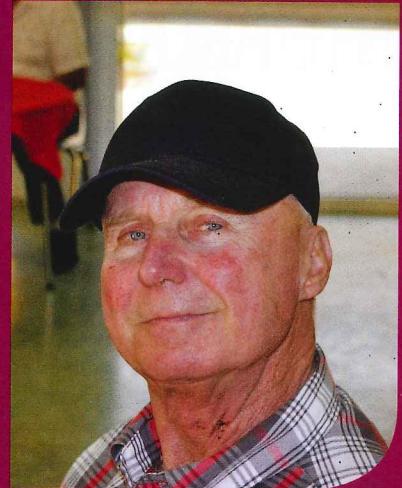
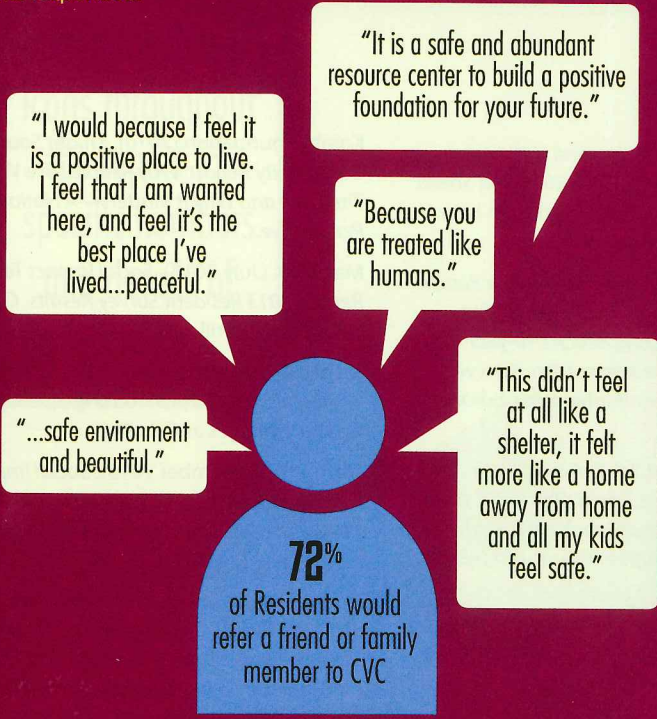
% of Residents who believe that people in the community care about each other

% of Residents who believe the community is welcoming and that they are treated with respect and dignity

% of Residents who believe that the campus is clean, beautiful, quiet, and peaceful

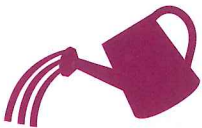
WHEN ASKED "why they would refer a friend or family member,"

residents responded:



THE PROCESS

Evaluation Process and Independent Verification



Information included in this report was gathered from one-on-one interviews with campus agency representatives, agency-specific reports,

CVC resident surveys, the CVC 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 their Homeless Management Information System (HMIS). In several places throughout this report summary statistics are provided; more detailed findings including descriptions of how we aggregate data across agencies can be found in the various Social Impact Technical Reports cited in the References section.

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
March 17, 2014



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What is THE VILLAGES AT CABRILLO

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, a 501(c)3 affiliate of Century Housing, is the community development organization that owns, develops, and manages this unique 27 acre campus.

Today, the Villages at Cabrillo is home to more than 1,000 residents, including veterans, families, and children, and features a collaboration with close to 20 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.