

DignityMoves: Fast, Cost-Effective  
Interim Supportive Housing at scale



# Interim Supportive Housing

## A bridge to adequate housing supply



Encampments, vehicles



DignityMoves:  
Interim Supportive Housing



Affordable Housing/PSH

- We desperately need more permanent housing to end our housing crisis. Yet at \$800k+ per unit it will take enormous resources and many years to build sufficient supply.
- In the meantime, 72% of our homeless are literally unsheltered languishing on waiting lists-- often for many years. The trauma of surviving on the streets dramatically reduces the chances of returning to self-sufficiency

Our streets can't be the waiting room

## When people have a safe place, they are much more likely to find positive paths forward:

- With internet access, a shower, and positive coaching many can find or return to jobs.
- When they enroll in disability and other applicable programs, apply for vouchers, and obtain proper identification many are equipped to find apartments, potentially relocating to a less expensive region.
- Many are often emotionally ready to set aside shame, make apologies, and reunite with family.
- Without the fears and trauma of surviving on the streets, many are willing to quit using the drugs they felt they needed in order to survive.
- A preventative check-up with a doctor can reconnect them with care and responsibility for the health of their body.
- Those with mental illness are in a much calmer emotional and mental condition to receive therapy effectively.
- Those who do need Permanent Supportive Housing are better prepared for that transition.

At DignityMoves Santa Barbara,  
4 of 35 residents have already found employment in the first month!

One was reinstated to his job in food service,  
now that he could shower and arrive to work clean.





# Our innovative approach

## Solving this crisis requires out-of-the-box thinking



- Land is expensive, so we borrow it:
  - Temporary units that can be set up on a parking lot for a few years, moved to the next location with a forklift
- Onerous building codes, so we design to emergency codes:
  - Streamlined and fast: permits in San Francisco in under 3 weeks (a historic first)!
  - Shared bathroom/shower/laundry building means only 1 water-hookup per site
- Harnessing powerful forces as accelerants:
  - Covid created an open door; there is now finally the political and community will
  - Prioritize people already sleeping in the immediate area; even NIMBYs prefer an attractive project with security over tents on their streets
  - Martin v. Boise created a new urgency and pressure for cities
- Nimble nonprofit founded by business executives and serial entrepreneurs: Silicon Valley-style thinking and growth expectations
- Multiplier effect: we harness collaboration of government, nonprofits, corporations, and hospitals who want to contribute such as
  - 8<sup>th</sup> graders who come to decorate the rooms
  - Gensler, Swinerton, PAE and many others providing services pro-bono
  - Best-of-breed supportive services agencies

# Land doesn't need to be available for long

While land is underutilized, a higher and better use of vacant land:

- Publicly-owned land slated for future development
- Sites controlled by private developers with projects tied up in entitlements or postponed
- Private landowners can lease to us for \$1 and receive a non-profit tax deduction
- Excess parking or land owned by faith-based organizations
- Can use odd-shaped parcels, remnant parking lots
- Easily moved to the next location by forklift, crane, or disassembled and stored



The long entitlement process in California becomes our friend.

# State-of-the-art modular technology: low cost and fast

- Custom-designed panel-based system, assembled on-site
- \$50-\$70k per unit installed, including all support buildings, restrooms, common areas (varies by site conditions and formats)
  - with a 20-year life expectancy, approx. \$200/month per unit
  - half the cost of a Navigation Center\*
- Mass manufactured (thousands/mo) constructed in weeks
- Aesthetically pleasing (not “sheds”) and durable
- Made of 30% recycled plastics; highly insulated and fire-resistant
- Wide variety of sizes and formats:
  - singles (64sf), couples (85sf), larger for families
  - optional ensuite bathrooms (medically fragile or families)
  - Can meet the Housing Quality Standards to qualify for vouchers if desired



\*Construction costs per bed of recent San Francisco Navigation Centers:  
Embarcadero: \$62,500 per bed  
Bayview: \$94,500 per bed

# Privacy and Dignity

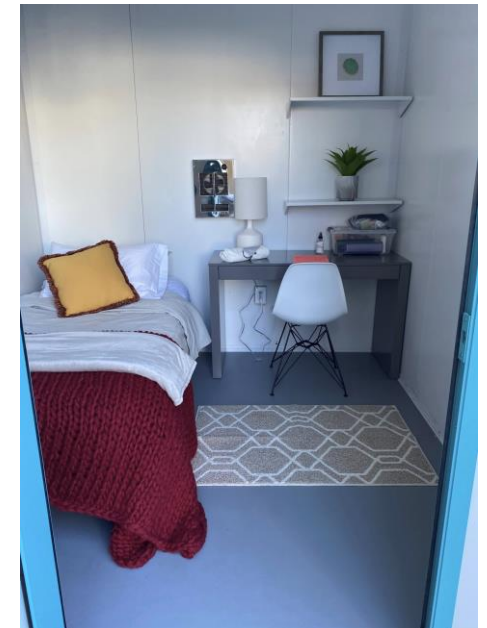
Privacy is the #1 reason people refuse group shelters

- 1 out of 10 will accept placement in a group shelter; so far no one has turned down a DignityMoves room
- Mental and emotional benefits of privacy and a true sense of safety result in a significant increase in the effectiveness of supportive services
- Allows couples to stay together in a private space
- Pets are allowed and encouraged



What Prevents You from Wanting to Stay in a Shelter?

Things that prevent people from staying in a shelter:	% Response
I like having my own space.	59%
I don't want to be away from my possessions (i.e. lack of storage)	26%
I don't like dorm-style living arrangements	24%
They don't allow pets	18%
They are too far away	12%
No transportation	12%
Shelters are too far from my services/job	3%
Other (common responses: too many rules/regulations, too many drugs, they take your food stamps, bad atmosphere)	44%



# A Supportive Community

Thoughtfully designed by Gensler to ensure optimal services delivery while also promoting community and individual healing

- Extensive community spaces
- Dining rooms and lounge areas
- Shared bathrooms encourages clients to come together, not hide locked behind a hotel door
- Case manager offices
- Meeting spaces for workshops and trainings
- Community gardens, pet area
- Ample storage for personal belongings
- Computer lab
- 24x7 security and support services
- Free meals provided on-site daily



Community living helps people adjust,  
Before moving to their own apartment







# Identifying Funding

DignityMoves helps identify and secure the funding necessary to build the projects; Cities/Counties pay for the ongoing supportive services.

- We help raise private philanthropy:
  - 33 Gough Street in San Francisco was 100% funded by philanthropy
  - Private philanthropy funded 60% of our Santa Barbara project
- Identify grant opportunities (Encampment Relief grants, Homekey)
- Designs available that meet the Housing Quality Standards for SRO or studio vouchers
  - Emergency Housing Vouchers must be issued before Sept 2023 or they disappear
- Impact investment funds finance construction, with a long-term lease agreement from the City, County, or supportive services agency
- Hospitals (such as Dignity Health, a strategic donor) recognize the business case for interim housing
- Veterans, Respite Care (Cal-Aim) programs

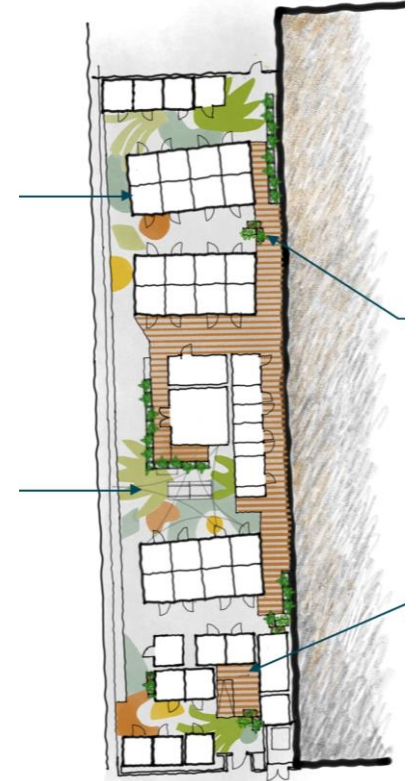
# Recent Projects



# Dignity Moves Downtown Santa Barbara



- Partnership with the County of Santa Barbara and Good Samaritan
- 35 private, dignified rooms for individuals experiencing homelessness
- Dining and gathering spaces to create a true community
- Custom restroom/shower and laundry building
- Extensive “services piazza” to provide intensive support services for the residents
- County of Santa Barbara is paying for 100% of the operations and supportive services, including meals and security
- The County is contributing \$600k towards the construction of the project; DignityMoves is raising an additional \$800k of which \$325k has been secured.



# Labath Landing Rohnert Park

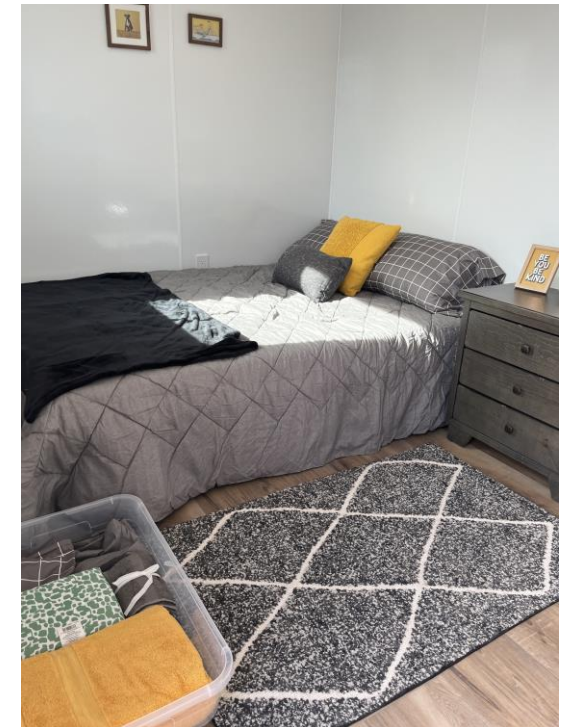
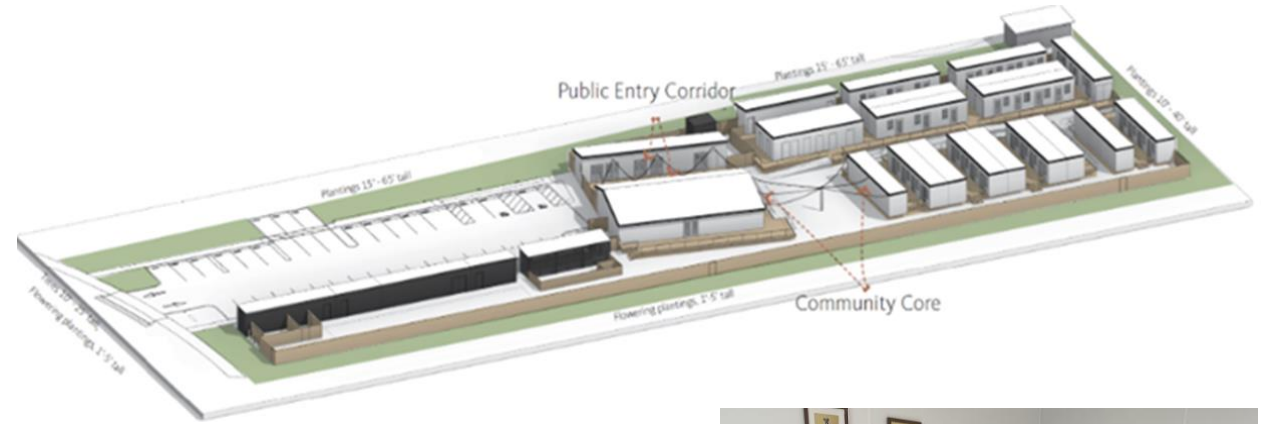
Homekey Round 2 funding: \$14.6m grant

60 private rooms for individuals and couples with extensive community spaces, dining building, case manager offices, computer lab, pet area, garden

The first interim housing/shelter in the city of Rohnert Park

Opened Oct 24, 2022

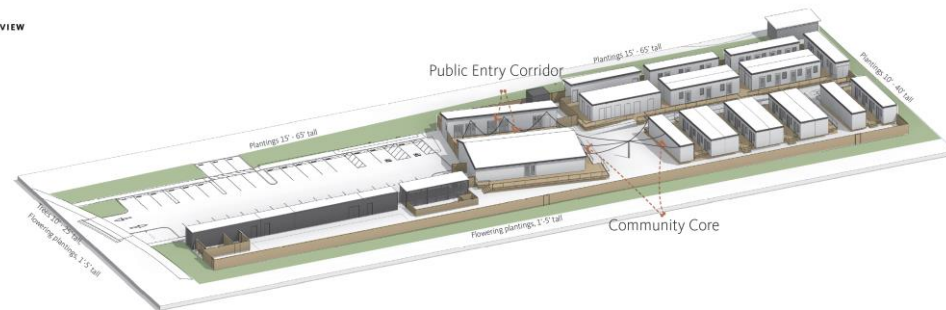
Just 4 ½ months from the start of construction to full occupancy



# Dignity Village Alameda

- Homekey Round 2 funding: \$12.2m
- Partnership of **DignityMoves**, the **City of Alameda** and **Five Keys: \$12.2m Homekey Grant**
- 47 private, dignified rooms for individuals and couples experiencing homelessness (all with ensuite bathrooms)
  - Modular units manufactured by **Factory\_OS**, a local company based on Mare Island Naval Shipyard in Vallejo, CA
  - Construction by **Swinerton Builders**, a leading General Contractor with prevailing wages and union labor

SITE OVERVIEW



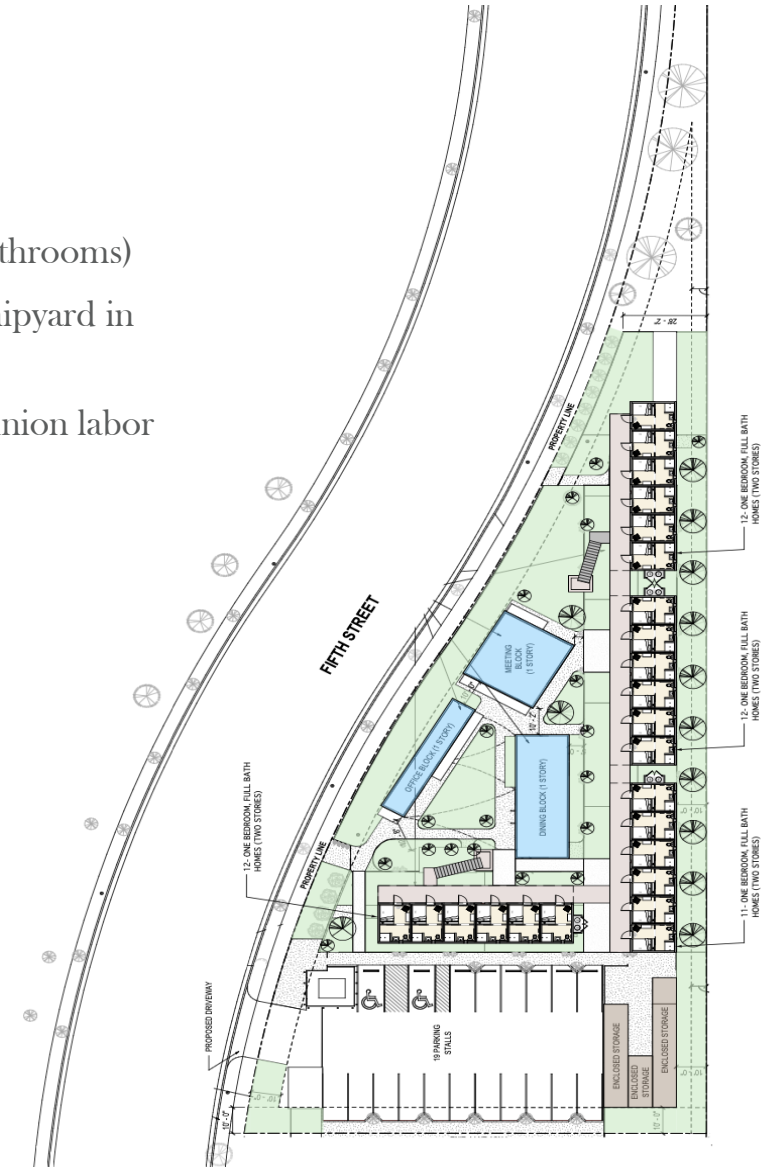
Visible from outside the development

Accents visible from inside the development



Site lighting

Gensler



# The Community Coming Together

An incredible array of values-aligned partners have jumped in to support our “Interim Supportive Housing” vision

## Project Partners:



Gensler, one of the most reputable architectural firms in the US, is doing all of our projects essentially pro-bono. They are creating a “kit of parts” that will make it easy and fast to replicate this model over and over again



Swinerton provides discounted general contractor services employing union labor and paying prevailing wages. They partner with skills training programs to teach construction skills to people who formerly experienced homelessness or incarceration--allowing them to rebuild their lives while building housing for others.



PAE, leaders in sustainable engineering design, is working fully pro-bono to help us realize our vision and continuously improve on our model

## Philanthropic support:



# What we Offer



## Help you identify appropriate land

Public parcels, private underutilized sites  
Ideally flat, paved, no environmental issues



## Develop site plans

Recommend manufacturers for each component  
Design site plans to meet your needs



## Help you identify funding

Public grants (State)  
Private philanthropy  
Impact investors



## Oversee construction

Keep projects on schedule and budget  
Facilitate permitting



## Hire the team

Architect, General Contractor  
In-house Project Manager



## Partner with services agency

Advise best practices  
Coordinate community outreach



# Ending Street Sleeping CAN be done

## We are making it happen!



We have sent men to the moon and decoded the human genome....and we can't figure out how to get roofs over peoples' heads. Seriously?!

Its time to set aside old approaches, believe it can be done, and decide to do it.

Governments, community, schools, faith-based organizations....everyone wants to contribute to a real, tangible solution. With Silicon Valley-style passion and optimism, public/private partnerships, and commitment, this CAN and WILL be done.



— Ryan “Nobody” Bauer has been homeless for 30 years.  
Sam Whiting/The Chronicle

# APPENDIX

## Making the Case for Interim Supportive Housing

# Permanent vs. Interim: A false choice

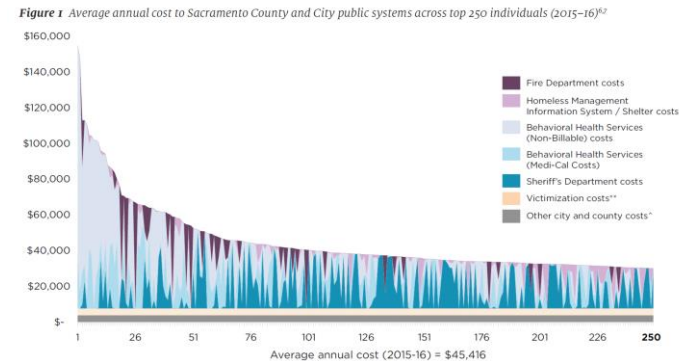
- We desperately need more permanent housing to end our housing crisis. Yet at \$800k+ per unit it will take enormous resources and many years to build sufficient supply. No calculator shows how we build our way out of this crisis on that strategy alone.
- In the meantime, 72% of our homeless are literally unsheltered languishing on waiting lists-- often for many years. While they wait, the only option is group shelter. Most prefer the relative safety of encampments.
- The trauma of surviving on the streets dramatically reduces the chances of returning to self-sufficiency. After many years on the streets, PSH is likely the only viable option for most.
- If we provide dignified places that are compelling enough for people to accept placement, they can receive the critical supportive services they need. Services are more effective when the person is out of “survival mode” and in a calm, positive mental and emotional state.
- Data shows that people can and do “self-resolve” if given the chance. We should start with that assumption.
- Many will still need PSH, and we must stay focused on building more. But with interim housing as an anchor component of the system, we will need far less PSH in the long run than we’ll need on this current path.



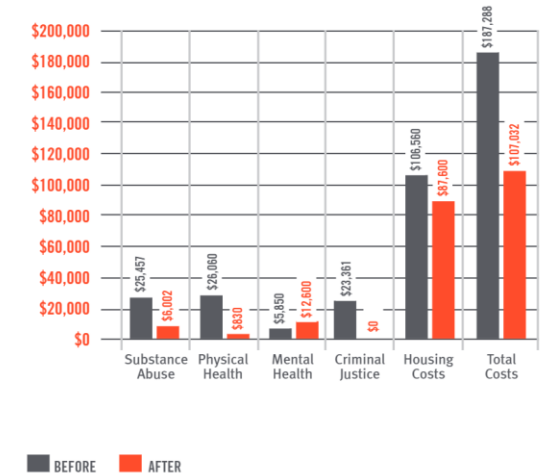
# Running the numbers

- With a permanent-only system, for the \$800,000 to build one unit of PSH we could build 16 interim housing units. One person gets a studio apartment while 15 others are dying on the streets
- At \$50,000, the cost per room of a DignityMoves community is less than half the cost per cot in a Navigation Center.\*
- Budgets are finite. If we spend 90% on beautiful buildings, that leaves 10% for supportive services. Granite countertops don't solve core problems. DignityMoves want to shift that ratio.
- After languishing on the streets for years, nearly all will need government-funded housing and services for the rest of their lives. With early intervention, a far greater number can return to self-sufficiency and even become taxpayers.

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TOTAL PUBLIC SERVICE COSTS FOR INDIVIDUALS TWO YEARS BEFORE AND AFTER PLACEMENT IN SUPPORTIVE HOUSING



**FIGURE 3.2:** Annual Cost for Residents Homeless in 2012, by Cost Decile and Top 5%

