Homelessness to Housed: How Cities Create & Leverage Strong Partnerships

September 20, 2023
U.S. Interagency Council on Homelessness
Coordinating the Federal Response
ALL IN:
The Federal Strategic Plan to Prevent and End Homelessness

DECEMBER 2022
All In: Vision For the Future

This plan is built upon our vision of a nation in which no one experiences the tragedy and indignity of homelessness, and everyone has a safe, stable, accessible, and affordable home.

**GOAL:** Reduce homelessness 25% by 2025
ALL IN: THE FEDERAL STRATEGIC PLAN: END HOMELESSNESS

SOLUTIONS

HOUSING AND SUPPORTS
CRISIS RESPONSE
PREVENTION

EQUITY
DATA AND EVIDENCE
COLLABORATION

FOUNDATIONS
Principles for Addressing Encampments

**Principle 1:** Establish a Cross-Agency, Multi-Sector Response

**Principle 2:** Engage Encampment Residents to Develop Solutions

**Principle 3:** Conduct Comprehensive and Coordinated Outreach

**Principle 4:** Address Basic Needs and Provide Storage

**Principle 5:** Ensure Access to Shelter or Housing Options

**Principle 6:** Develop Pathways to Permanent Housing and Supports

**Principle 7:** Create a Plan for What Will Happen to Encampment Sites After Closure
Public/Private Partnerships

DIGNITYMOVES
REIMAGINING SCALABLE SOLUTIONS TO HOMELESSNESS

WWW.DIGNITYMOVES.ORG
Permanent housing is the ultimate goal:
- Expensive, takes many years, zoning and other constraints.

Languishing on streets causes rapid decline:
- Every day diminishes chances of returning to self-sufficiency

Enormous cost to society annually:
- Costs less to solve than maintain the status quo

Our Streets Cannot Be The Waiting Room!
Interim Supportive Housing

For the individual:
- A dignified alternative to congregate shelters
- Everyone gets their own room, with a door that locks
- Privacy, pets, partners, and a sense of true security
- A place to take a deep breath, stabilize, and start to think forward
- 6-24 months, intensive supportive services, document readiness, benefits

For the system:
- A sorting mechanism: assess and direct people to tailored next steps
- Shifts supportive services resource allocation earlier in the homelessness cycle, when they have the potential for greater efficacy
- Temporary nature allows cities to dial up and dial down capacity as needed
- The opportunity for segmentation: not one-size-fits-all programs

Early housing interventions increase the likelihood of returning to self-sufficiency
Our innovative approach

- **Land is expensive**: We borrow it.
- **Building codes are onerous**: This crisis merits emergency codes.
- **Construction costs are escalating**: We use state-of-the-art prefabricated solutions.
- **People don’t like group shelters**: Everyone gets their own room & a door that locks.
- **Zoning is restrictive**: Relocatability and emergency status makes zoning more flexible.
- **NIMBY resistance is fierce**: We harness it.
- **Cities have limited staff resources**: We do the work.
- **The scale is daunting**: This is an all-hands-on-deck public/private/philanthropy collaboration.
Attractive, trauma-informed communities

Exteriors to match the local aesthetic

Community spaces

A variety of manufacturers depending on project needs

Bathroom buildings

Not “emergency cabins”
Durable, relocatable, attractive interim housing

Fire-resistant, steel-framed, High ceilings…and meet codes
Funding and Resources

- Vacant land (public or private) is a squandered asset:
  - Private developers with projects tied up in entitlements or postponed
  - Land slated for housing, transit, other developments in the future

- At an average of $50k/unit, philanthropy can significantly contribute to capital costs:
  - Allows for greater flexibility and speed
  - De-risks new innovations
  - Gives the local community a voice in the program

- Supportive services funding through local and state government (often complicated)
- Hospitals, community improvement districts
- Homekey, Encampment Resolution Funds

We partner with cities to bring together all necessary resources
33 Gough San Francisco
70 rooms, 94 people, 4 months, $2.2m

1016 Santa Barbara Street
35 rooms, 45 people, 6 months, $1.8m

Labath Landing, Rohnert Park
60 rooms, 4 months, Homekey 2

Dignity Village, Alameda
72 rooms, 6 months, Homekey 2

Over a dozen communities on the horizon

Santa Maria
La Posada
Thousand Oaks
Los Angeles
Oakland
San Bernardino
Watsonville

Atlanta
Morro Bay
San Luis Obispo
Grover Beach
San Jose
Sacramento
Modesto

237 beds in place today....
Over 1,000 projected in the next year
Overcoming Resistance

- Emphasis on exterior aesthetics
- Placement prioritization to those in the immediate area
- No-camping ordinances
- Community engagement (Adopt-a-Room)
- AT SCALE: scattered across the region
- Temporary (5 years) and relocatable
- Extra neighborhood patrols
- No walk-ups, no day services
- Staff trained in de-escalation

We harness the powerful force of NIMBY: We TOO want neighborhoods that are safe, clean, thriving
Helping cities reach their goals

**Cities have minimal staff resources:** We help design city strategic action plans that are practical and feasible

**Interim vs. Permanent:** We are sponsoring legislation and changing the narrative: interim housing can play an essential role in the broader toolkit

**Moving people out of the system:** DignityWorks pilot provides a path to employment and independent self-sufficiency

**Limited budget flexibility:** Private capital is catalytic and flexible

**SCALE:** DignityNOW tackles the entire unsheltered need at once.

Most importantly,

We are reigniting lost optimism. It CAN be done.
Dignity Moves in Action: Santa Barbara County
The Why…

Project Goals

- Resolve encampments
- Provide a dignified bridge to permanent housing
- Provide supportive services
- Leverage funding – Public/Private/Community partnerships
The Why...

The Need

MID COUNTY: 61 Beds Needed

NORTH COUNTY: 133 Beds Needed

SOUTH COUNTY: 369 Beds Needed

What will it take?

- Need: **563 beds**
- Currently: **140 beds**
- In the pipeline: **approx. 123 beds**
- Shortfall: **300 beds**

Our partnerships presents a unique and realistic opportunity to close the gap presents a unique and realistic opportunity to build the additional 300 units needed to meet the current demand.
The How....

Community Action Plan – County & Cities Adopted Strategies

- Increase access to safe, affordable housing
- Use best practices to deliver tailored supportive services
- Build a collective action plan - Improve data sharing
- Strengthen support systems to help obtain & maintain housing
- Build provide capacity to address the needs of specific populations
The Project

- “Temporary Interim Supportive Housing” - 5 years (term limited on site)
- County of Santa Barbara and DignityMoves are collaborative partners with a shared mission to serve clients experiencing homelessness.
- Private, Public, Philanthropic Partnership
- Maximize use of underutilized lands on temporary basis
- Shorter term strategy as permanent options are planned – Bridge to adequate housing supply
- Congregate shelter does not work for all
- Services include security component
- Prioritizes placement of those in area to resolve encampments
The Where....

How and why was this location chosen?
4500 Hollister Ave. unincorporated area between Goleta and Santa Barbara

2023 Fulcrum Encampment Mapping

2023 Point-In-Time Count Heat Map
Dignity Moves South Completed Site

Projects in Development – La Posada & Hope Village
Small Cities Making a Big Impact
Homekey
Dialogue & Q&A

King City, California
County of Santa Barbara, California
Dignity Moves
United States Interagency Council on Homelessness
League of California Cities

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