



# DignityMoves 2022 Impact Report

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What an incredible year it has been for DignityMoves!

DignityMoves started in 2020 as a task force of business leaders in Young Presidents Organization who were concerned about the state of the homelessness crisis in our country. Clearly the old approaches are not working; our communities have been spending more and more money, yet the problem has kept getting worse. We decided to apply private sector approaches and Silicon Valley-style “disruptive thinking” to see if we could effectuate real change at scale.

DignityMoves has accomplished a tremendous amount in just 18 months of operations. We have built 3 communities with 165 beds serving over 200 individuals at a time. As people stay an average of 6-24 months, these 165 rooms have the capacity to serve over 8,000 individuals over the next 20 years. Yet this is only the beginning—the success of our first few projects has generated a flood of interest from cities across the country. Several more projects are underway, with dozens more on the horizon.

Yet DignityMoves’ impact is much more significant and fundamental than merely building rooms. **We’re realizing that our biggest value is bringing our disruptive thinking to stale systems.** We are asking hard questions, challenging the status quo, and shaking things up in a big way.

Above all, we are reigniting badly missing optimism. **People seem to have given up hope that the homelessness crisis can be solved. We are changing that!** We have sent men to the moon and decoded the human genome—we CAN get roofs over people’s heads. We just need to attack this problem with new thinking, innovation, and determination. **DignityMoves is doing just that.**

## Interim Supportive Housing at Scale

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We chose to focus on interim supportive housing which we believe has been largely missing from the homelessness strategies of our cities and counties. While we desperately need more permanent housing, both supportive and affordable, at \$800,000 per unit and 5+ years to build, permanent housing strategies alone are insufficient and unlikely to end our unsheltered homelessness crisis anytime soon. The only alternative most regions offer is group shelters, which are an unattractive option for many people experiencing homelessness. The result is that 72% are literally unsheltered, languishing in alleys and dying on street



corners while they wait many years for permanent supportive housing or Section 8 vouchers. The vast majority of people do not yet suffer from a debilitating mental health or substance abuse problem when they first lose their homes. The trauma of surviving on the streets creates so much emotional and physical damage that every day a person is on the streets dramatically reduces their chances of returning to self-sufficiency. If we can provide private and dignified spaces where people are willing to come, and thus have access to intensive supportive services, they’ll have a much greater chance of returning to stability on their own. With ample interim supportive housing, we’ll

ultimately need far less permanent supportive housing in the long run. With interim supportive housing we provide the means to help people help themselves, while ending the disgraceful humanitarian crisis on our streets.

So we set out to identify--and disrupt-- the biggest barriers to getting people off of the streets. We need fast, cost-effective, and thus scalable solutions.

- ✓ Land is expensive, so we borrow it. We designed a solution that is portable, allowing us to use sites where future uses are uncertain, tied up in the lengthy planning and entitlements phase, or postponed due to economic concerns.
- ✓ Building codes are onerous, so we leverage emergency building codes. The current homelessness crisis is unquestionably a true humanitarian emergency. Because our units are temporary, we avoid expensive components like foundations and underground utilities. We are also able to avoid the cumbersome and costly discretionary reviews which are notorious for blocking affordable housing projects.
- ✓ People don't like group shelters, so we give everyone their own private room with a door that locks. When offered a bunk bed in a group shelter, less than 1 in 10 will accept it. So far, no one has turned down DignityMoves and each of our communities have long waiting lists. With a private room people can bring their pets, be alone with their partner, and rest assure that their belongings will stay safe.
- ✓ NIMBY ("Not in my backyard") opposition can be formidable, so we harness it in our favor. We prioritize people who have been living or sleeping in the immediate area, so that the neighborhood with a DignityMoves community specifically benefits from a visible and measurable improvement on their streets.
- ✓ Construction costs are high, so we use prefabricated modular approaches. Our temporary "pop-up" communities are built with a panel-based system that is assembled onsite and our permanent communities are built with factory-built modular construction. We take the expensive parts out (kitchens and bathrooms) and create communal bathrooms, dining, and living spaces—which have the added benefit of fostering community and encouraging residents to interact frequently with staff and peers. Instead of \$800,000 per unit, ours are \$50,000—that includes dining and bathroom buildings, staff offices, a computer lab, outdoor decks, pet areas, and ample community spaces.



*A door that locks is fundamental to the DignityMoves model*

## What is Interim Supportive Housing?

Interim Supportive Housing is a place where people can come for an average stay of 6-24 months while they take a deep breath, get stabilized, and begin to rebuild their lives. We know from 8<sup>th</sup> grade science that when people are in “fight or flight” mode—worried about being attacked or where they will find their next meal—they are unable to focus on productive steps forward. We also know that providing supportive services while people are on the streets is very rarely effective. DignityMoves partners with best-in-class supportive services agencies who provide daily meals, 24x7 staffing, and wrap-around services with intensive case management. Staff assists with obtaining documents, family reunification, housing and employment navigation, and connections to mental and behavioral healthcare.

- ✓ 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.

If we spend 90% of our homelessness budgets building housing, that only leaves 10% for supportive services. Granite countertops don't solve homelessness, but the services can.

At DignityMoves we are determined to flip that ratio!

## Do the Math

Let's look at a group of 100 people experiencing homelessness over 5 years. First, a few points of context:

The average cost of building permanent supportive housing is over \$600,000 per unit in California, with recent reports as high as [\\$837,000 in Los Angeles](#) and \$1.1m in our big cities-- and escalating rapidly with recent inflation. We'll use \$800,000 per unit and 5 years in our example. Assuming the PSH unit lasts for 40+ years and the person stays in it for 20 years, we'll count 50% of the cost of the PSH to each individual, or \$400k.

There is an enormous cost to our cities, counties, and medical systems when we leave people to languish on the streets. And the longer a person is on the streets, the more resources they need. [An extensive study in Santa Clara County](#) found that the public cost for the "persistently homeless" is over \$83,000 per person per year, and an average of \$62,473 for chronically homeless individuals. For example, the average person experiencing homelessness visits the emergency room 5 times per year. At a cost of \$3,700 per visit that \$18,500 per person. Yet those who have been on the streets the longest often visit weekly for \$192,000 each. As you can see, the costs vary widely. We'll use \$62,473 in this example.

A DignityMoves unit costs \$50,000 to build and lasts for 20 years.<sup>1</sup> For this analysis we'll spread that cost over only 10 years-- \$5,000 per year per room. This is an underestimation of the cost per person, as many of our rooms are filled by couples and probably families on future projects too. The robust supportive services programs operated by our partners is approximately \$100/day or \$36,500 per year per person with intensive case management, 3 meals per day and 24/7 staffing.

## Scenario A: Status Quo

The way it is today, it's safe to assume that these 100 people languish on the streets for the full 5 years and eventually get PSH placement. Unfortunately for the chronically homeless, very few will be able to return

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<sup>1</sup> By comparison, the average cost per cot to build the most recent Navigation Centers in San Francisco was \$78,641: [\\$62,500 per bed \(Embarcadero\)](#) and [\\$94,500 \(Bayview\)](#). These navigation centers are only temporary; the Embarcadero Navigation Center opened December 2019 and is scheduled to close in 2023.

to self-sufficiency after the mental and physical toll of living on the streets. The cost of 5 years on the street followed by a PSH unit for 100 people: **\$71,236,500!**

Status Quo	
<b>5 years on the street, then PSH for everyone</b>	
cost per year	\$62,473
5 years x \$62,473	\$312,365
Cost per unit of PSH	\$400,000
Total/pp for 5 years	\$712,365
<b>100 people</b>	<b>\$71,236,500</b>

## Scenario B: DignityMoves

Now let's assume everyone starts with one year at DignityMoves.

Cost of DignityMoves for 1 year	
Services	\$36,500
housing	\$5,000
cost/pp per year	\$41,500

After interim supportive housing there are a wide range of places people go. As many as 30% can reunite with family; others find jobs in less expensive places, some can return to self-sufficiency with the help of a voucher. Of course a significant percentage will not be ready for stable housing and return to the streets, and many will need government-funded housing permanently. Those who do will be more prepared to live independently. **While this is a highly simplified example, it demonstrates the point: investing in interim supportive housing is not only the right humanitarian thing to do, but also fiscally responsible for society.**

30% receive a voucher, no add'l services	10% return to self-sufficiency	20% transfer to PSH after 1 year and receive services	40% return to the streets after DignityMoves
1 year at DM \$41,500	1 year at DM \$41,500	1 year at DM \$41,500	1 year at DM \$41,500
4 yrs voucher \$72,000	income tax -5,000	cost of PSH \$400,000	4 yrs streets \$249,892
<b>total/pp \$113,500</b>	<b>total/pp \$36,500</b>	4 yrs vouchers \$72,000	<b>total/pp \$291,392</b>
30 people \$3,405,000	10 people \$365,000	4 yrs services \$80,000	40 people \$11,655,680
		<b>total/pp \$593,500</b>	
		20 people \$11,870,000	
<b>Total: \$27,295,680</b>			

The total cost to the system is \$27,295,680  
 instead of \$71,236,500  
 That is a savings of \$43,940,820. Less than half the cost of status quo!



## 2022 - Year in Review

In November 2021 we officially announced our organization and immediately began fundraising for our first two interim supportive housing villages located at 33 Gough Street in San Francisco and 1016 Santa Barbara Street in Santa Barbara. Our young, nimble organization was designed to produce fast, efficient results. We started construction of a 70-room community in San Francisco in January 2022 and opened the first 30 rooms just two months later on March 8th, with the remaining 40 rooms opening May 26th. Today approximately 94 residents are enjoying safe, dignified rooms while working on more permanent exits out of homelessness.



Ribbon Cutting 33 Gough

In February we started construction of a 35-room village in downtown Santa Barbara and, despite some delays with the power company, we accepted the first residents less than 6 months later in early August. A partnership with the



Grand Opening 1016 Santa Barbara Street

County of Santa Barbara and Good Samaritan, this project has inspired the County Board of Supervisors to partner with DignityMoves on several future projects across the county. **Together with the county and other partners, DignityMoves is now embarking on the ambitious endeavor of building enough interim supportive housing to literally close the “shelter gap” in the entire county!**

During the 2021-2022 fiscal year we successfully applied for grants from the State of California’s Project Homekey program, receiving \$11.4 million to build 60 interim supportive housing units in Rohnert Park (in partnership with Home First Services) and \$9.23 million to build 47 units in the City of Alameda (in partnership with Five Keys Schools and Programs). Our Rohnert Park community (“Labath Landing”) opened on October 24, 2022 – completed in less than 8 months from the date of the award, earning the project an Early Occupancy Bonus from the State.



Mayor Elward’s tears of joy



Open House 33 Gough Street

As a young organization, we are especially thrilled to present such strong financial statements after our first full year of operations. DignityMoves officially became a 501c3 just over 1 year ago, in November 2021.

**Since that time, we have grown from 3 employees to 9 and mobilized over \$20m of State funding and over \$5m of private philanthropy towards our DignityMoves vision.**

# Our DignityMoves Communities

## 33 Gough Street, San Francisco, CA



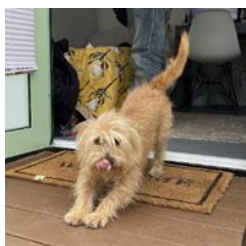
Our first community was a 70-room community at 33 Gough Street in San Francisco. A partnership with Tipping Point Community, The Department of Homelessness and Supportive Housing, Urban Alchemy and Home First Services this pilot project is the first of its kind in San Francisco.

The community is built on two parking lots owned by a private developer who is in the planning and entitlements process for a major development. A 44-tent “Safe Sleeping” program was operating on the site, so we built in two phases allowing the current residents of the tents to



move into their rooms immediately while the other units were completed. That winter was especially cold and rainy; residents told us how the tents often blew over and their belongings were always soaked. It was life-changing to move into a warm, dry room of their own. Over and over again people talked about how grateful they were for the powerful the heater!

Urban Alchemy provides supportive services, meals, and ensures the community is a safe and healthy place for people to take a deep breath and begin to focus on the future. 11 people have already transitioned to permanent housing, others have started new jobs or enrolled in community college courses.



Most group shelters don’t allow pets and offer no privacy for couples. At 33 Gough we have 24 couples and 7 dogs. The street outreach team says that when they go to an encampment to offer a bunk bed at a congregate shelter, they are lucky if one out of 10 will accept

it. So far *no one* has turned down a room at DignityMoves.

We used the Ribbon Cutting as a chance to bring the media and elected officials to see our concept first-hand.

As with most cities on the west coast, San Francisco was reluctant to spend money on anything that wasn’t permanent, so we funded the construction of this community *fully philanthropically* as a showcase. The demonstration was successful, with incredibly positive reception from the neighborhood, government leaders, and most importantly the new residents.



Before: 33 Gough



After: 33 Gough

Just a few weeks later on March 23rd a few City Supervisors stood at the front gate of 33 Gough Street to announce their proposed [“A Place for All”](#) legislation requiring the city to prepare an implementation plan to build sufficient shelter for everyone on the streets in San Francisco, with the requirement that at least 50% be private rooms like DignityMoves!



# Our DignityMoves Communities

## 1016 Santa Barbara Street, Santa Barbara, CA

Nestled in the heart of downtown Santa Barbara, we started this community in February 2022 and opened 6 months later in August. The property, located next door to Morgan Stanley, is owned by the county and a low-income housing development is planned there in a few years. With such a central and visible location we decided on a new critical innovation to our model; the people living and sleeping in the immediate area were prioritized for housing, resulting in a dramatic positive improvement on the streets in the surrounding neighborhood. Locals are astonished by the dramatic decrease in homelessness in the neighborhood they noticed almost immediately. For many years there have always been about a dozen people sleeping on the steps outside of the nearby Santa Barbara Museum of Art—yet no one is there today.



The community was carefully designed by Gensler to fit with the local aesthetic of Santa Barbara, even down to the shape of the archway at the entrance and terra cotta-colored roofs. A shipping container was outfitted with bathrooms and a laundry facility by a local modular housing company.

Our supportive services partner, Good Samaritan, has worked tirelessly with the residents to provide trauma-informed care with incredible results.

Of the 44 people served and housed thus far, 73% are now document ready for long-term housing, 11 people have found jobs, and 3 have moved to permanent housing.

“Merchants and residents in Downtown Santa Barbara have been impressed that DignityMoves has been such a good neighbor, even assisting with cleaning around the property site.

We are thankful that the project has focused on serving individuals that have been living outdoors downtown for quite some time. The only hope is that we have more DignityMoves sites in our community so that we can help more people get the support they need, stabilize and improve their life in a safe environment.”

-Robin Elander, Executive Director Downtown Santa Barbara

This community has been so well-received that the County Supervisors voted unanimously to allow DignityMoves to use several additional properties across the county and build sufficient interim supportive housing beds for literally everyone sleeping on the streets county-wide!



# Our DignityMoves Communities

6050 Labath Avenue, Rohnert Park, CA



Ribbon Cutting Labath Landing

Labath Landing was funded by a grant from the State of California’s Project Homekey program. Homekey was designed to buy the hotels that had been used for shelter-in-place during the pandemic, and thus has extremely rigorous timelines. All projects must be completed in 12 months from the date the award is announced, even though the funds don’t usually arrive for at least 3 more months. The application is incredibly onerous, and the awards are first-come-first-served. DignityMoves took the lead on coordinating the application with our partners the City of Rohnert Park and Home First Services. In line with DignityMoves’ values of nimbleness and efficiency, we submitted one of the very first applications received by HCD and were one of the very first award

grantees. Our team kicked into high gear—construction started on July 8<sup>th</sup> and less than 4 ½ months later on October 24<sup>th</sup> the community was completed with full occupancy, earning an “early occupancy bonus” from HCD. Despite inflation and supply chain disruptions, the project came in on budget.

One important contribution was introducing Home First Services to Rohnert Park. There was not a local supportive services agency with the capacity to partner on this project, so we helped find others to fill that gap. This

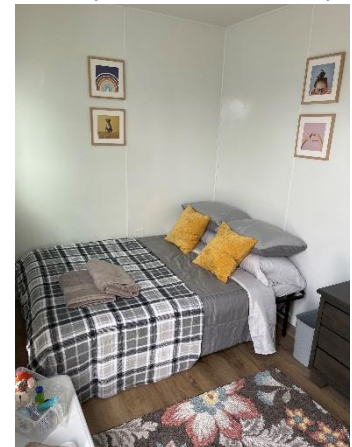


was another addition to the DignityMoves value proposition; we can help cities bring additional agencies to their region. Now Home First is operating other programs for the city and expanding more broadly in Sonoma County.

The site is located on a small road lined with several hotels, understandably raising neighborhood concerns. The city hosted weekly meetings with the neighbors to answer questions and get feedback on site plans, landscaping, and the supportive services program.



At the Grand Opening ceremony, Mayor Jackie Elward broke down in tears. Between sobs she exclaimed that this was the proudest moment of her life. Many of the residents had been sleeping in an encampment at nearby Roberts Lake. The day before move-in day a few came to preview their rooms. The looks on their faces were incredulous; that night they would sleep in 30-degree



weather and the next morning move into their own warm room with a door that locks.



# Our DignityMoves Communities

2350 5th Street, Alameda, CA

As of the most recent count, there were 264 people experiencing homelessness in Alameda, 180 of whom are unsheltered. Yet until now there have been no interim housing available on the island other than a few rooms for women with children. People experiencing homelessness in Alameda are reluctant to leave the city for shelter, as they often have ties to the local community. In partnership with the City of Alameda and Five Keys Schools and Programs, DignityMoves is bringing a new 47-room interim supportive housing community to the city.



Dignity Village is scheduled to open in March 2023 and will have the capacity to serve up to 61 individuals at a time. With an average estimated stay of 6-9 months this project will have the capacity to serve over half of the Alamedians experiencing homelessness in the first year alone!



*Dignity Village Construction Commencement Ceremony*

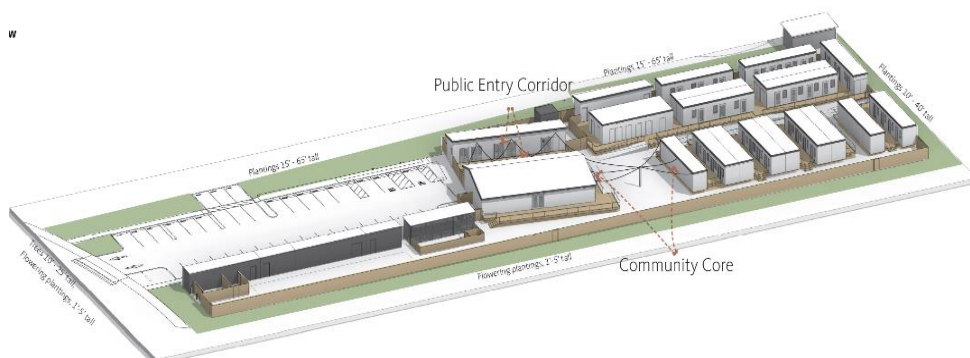
The odd-shaped site had been affectionately known as the “bottle parcel” and was considered infeasible for any traditional development. The city had tried to sell it for years to no avail. Yet together with our partner Gensler we have designed a two-story housing community that will not only provide 47 rooms with private ensuite

bathrooms, but also a dedicated building with staff offices and training rooms, a dining building, community gardens, pet relief area, guest storage, and an ample outdoor gathering patio area.

Supportive services will be provided by Five Keys Schools and Programs, with a particular emphasis on skills training and job placement. The community will be located next door to the Alameda Community College and will prioritize transitional age youth (“TAY”) for a portion of the rooms. Construction commenced on October 24<sup>th</sup> and the project is scheduled for completion on March 1, 2023.



*The DignityMoves team celebrating another new project*



# Changing Lives

After just one year in operation, the 165 total rooms at our three DignityMoves communities provide safe, dignified housing for approximately 200 people today. As people move through the program every 6-12 months, those rooms are quickly occupied by new residents. In just a few short months our three communities and have already served over 250 previously unsheltered people. DignityMoves residents are benefiting from the intensive case management of our supportive service providers and succeeding. Here are just a few of the many moving stories from our residents:<sup>2</sup>

**Jack.** Jack had been working in food service for nearly 2 decades but was let go because he couldn't reliably come to work clean and meet the facility's sanitary requirements. After a few days at DignityMoves, he was able to return to work showered, rested, and with a new spirit of pride.



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

**Christa.** After decades of struggling with addiction to drugs and alcohol, Christa found herself homeless and diagnosed with serious medical issues jeopardizing her life. After several failed attempts at treatment and housing, she needed another way to seek healing and shelter. DignityMoves was her answer where she could have a secured room of her own, onsite medical and mental health services, transport and assistance with her appointments and the space to begin to recover and heal. Chris is now, four months into her recovery, for the first time in her adult life, has secured housing and reestablished relationships with her adult children and grandchildren.

**Matt.** Matt had been struggling with substance use for decades, losing his home and family in the process. After surviving on the streets for years and hiding in the shadows, he decided to come into the DignityMoves community to seek shelter and services. From day one he took advantage of the care and safety provided and is now several months sober. He takes an active role helping take care of the DignityMoves site and mentors other residents who are struggling with substance use. Matt has now secured a voucher and is looking to be housed and employed soon.

**Ellen.** Ellen had been on the streets homeless for many years, struggling with mental health and substance use issues. In and out of programs, incarceration and the court systems, she found herself alone and unable to find any program or person who would give her another chance to stabilize and get back on her feet. With three children and the recent loss of her beloved mother, she wanted a chance to get off the streets, clear her charges, recover and find housing. After a few months she is working on being released from her charges in the court system, seeking mental health and substance use treatment, reuniting with her children, and securing employment and housing.



<sup>2</sup> **Note:** Names are fictionalized. Photos are real residents who signed photography releases but are not specifically those described in the stories.

**Rick.** Rick had been living on the streets for years, struggling with substance use and severe anxiety. He was previously unable to recover because of the stress of living on the streets and feeling unsafe in congregate shelters where drug use is rampant. It was difficult for Rick to trust service providers because of the many failed treatment and housing attempts. Upon arriving at DignityMoves, Rick immediately found employment, and has been maintaining sobriety for four months now. He is working toward the next steps of securing housing and improving his employment prospects.

**Marian.** Marian is a middle-aged woman who has been struggling with serious mental health challenges since adolescence. She found herself on the streets alone without family in her early twenties. In and out of shelters and resistant to treatment, Marian could not find a place to feel safe and build trust until DignityMoves. Through a trauma-informed approach, the staff were able to build trust with Marian and begin to help her engage in services; for the first time in decades she is willing to stay in shelter and start to think forward to the future.



**Allison.** Allison’s family had been searching for her for years. Allison had been ashamed to admit that she was homeless and had not reached out for help, despite a debilitating medical condition. A friend of the family recognized her name in a newspaper interview about the 33 Gough Ribbon Cutting ceremony and showed it to Allison’s mother. A few days later we witnessed a heartwarming and tearful reunion.

**Tonya.** Tonya had been living on the streets since late adolescence but maintained a full-time job as a manager in retail. Living out of her debilitated van she just needed a place to sleep, shower and do laundry while caring for her dog who is her lifeline. Upon entering DignityMoves, Tonya was able to care for herself and her canine friend—she has recently secured a voucher for housing move and will into her own apartment soon. She is already buying items for her house with such pride and joy knowing with a little help and a lot of care from people who believe in her, she can make it on her own.

**Joanne.** Joanne had been in an abusive relationship and felt lucky to escape. She was understandably afraid of group shelters, so with few remaining friends her only choice was the street. Her first night she was terrified, flinching every time someone walked by. Determined not to fall asleep she drank all the coffee she could, but she drifted off anyway. The next morning she woke up and made a conscious decision to “go find this thing they call meth” (methamphetamine) because she couldn’t risk letting herself fall asleep the next night. Now at DignityMoves she is struggling to get clean but has a prescription for methadone to curb the cravings and a 30-day Narcotics Anonymous chip to remind her that she doesn’t need drugs anymore.

## Other Significant 2022 Impact Accomplishments

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### Thought Leadership

In the words of one supporter, DignityMoves is not just building interim housing, we’re building a “Dignity Movement.” DignityMoves is quickly becoming a thought leader, carrying and amplifying the message of the critical need for dignified, scalable solutions to our unsheltered crisis. During 2022 we toured numerous civic leaders through our communities to help them see what could be possible in their cities. Mayors of cities like Gilroy and Cupertino have visited with curiosity and candidate for Governor of California asked how much it would cost to build DignityMoves rooms for everyone who is unsheltered in the State after exploring our community. Leaders of several



Housing Authorities have visited to consider the applicability of housing vouchers for our units. We have even become thought partners with the Chief Innovation Officer at FEMA.

Our team has engaged in meetings with policy makers such as HUD Secretary Fudge, and senior policy advisors to the United States House of Representatives. We are working closely with the lawyers for the [Los Angeles Alliance for Human Rights](#) who are leading the negotiations with both the City and County of LA in the ruling by Judge Carter.

The media is finding the DignityMoves vision fascinating. A reporter from CNN spent 3 days with us in San Francisco, preparing a story about our unique model and its impact on the residents. DignityMoves has been [featured on many leading news outlets](#) and our CEO has been featured on the [Silicon Valley Podcast](#), [Potential to Powerhouse](#), [The Center for Advancing Innovation](#), [KALW Radio](#), [Sustainable Change Alliance](#), and many others. The word is spreading fast! In 2023 we will increase our emphasis on changing the narrative and increasing awareness of innovative solutions to end this unacceptable (and solvable) crisis.

## Partnerships

DignityMoves is an open source, “big tent” organization. We believe that solving homelessness is an all-hands-on-deck challenge. DignityMoves is the connective tissue that pulls together all of the components necessary to design, build and operate interim supportive housing communities—as well as foster the most successful possible outcomes for the residents who pass through our doors.

One notable partnership is the world-renowned design firm [Gensler](#), whose team has worked tirelessly to design our communities with thoughtful, trauma-informed approaches. The challenge of building temporary communities that can easily be relocated, matching the aesthetic of the local neighborhood, while keeping costs to a bare minimum is herculean. Gensler is partnering with us at deeply discounted rates, demonstrating their sincere commitment to playing a leading role in ending the tragedy of unsheltered homelessness.



*employees painting 33 Gough*

[Swinerton Builders](#) have been more than a general contractor, they have been a true ally in helping us think outside of the box on how to design and build these communities faster and faster, at lower and lower costs. The Swinerton team worked 7 days per week, well into the night, to meet our audacious goal of full occupancy within 8 months of the award for Labath Landing. PAE Engineers provides our electrical engineering full pro-bono, BKF, Degenkolb, Holland & Knight and many others provide deeply discounted rates for their services.

DignityMoves was a founding member of the [Urban Vision Alliance](#), working to create an ecosystem of corporations, nonprofits, and donors all pledging to contribute discounted services and support for one another in an alliance to end homelessness. Through UVA we were introduced to our strategic partner, Gensler. The [Knowledge Impact Network](#) is a group of senior executives providing strategic consulting to help DignityMoves and other social enterprises tackle the world’s most challenging issues. KIN has provided hands-on support for our media and messaging strategies and hosted working groups to help brainstorm on complex decisions.

## Community Engagement and Supporting our Residents



*Volunteers making welcome baskets*

DignityMoves believes it is important to involve the broader community in the solutions to homelessness.

DignityMoves created an “Adopt A Room” program in which people are responsible for making a room cozy and welcoming for the new resident by bringing bedding, decorations, toiletry baskets, and most importantly hand-written welcome notes. In San Francisco, an 8th grade class at a local high school adopted 18 rooms and came with their parents to decorate and meet some of



*Artists painting murals*

the residents, while local artists painted beautiful murals to bring color to an otherwise drab parking lot. In 2023 we plan to expand our opportunities to bridge relationships between the housed and unhoused including a mentoring program, bringing guest teachers for everything from yoga to computer training to financial literacy classes.

DignityMoves stays actively involved with our projects after they are constructed. For example, we have partnered with an Excess Telecom distributor to enroll our residents in a program that provides free tablet computers with unlimited free data and Wi-Fi so that residents can have internet and email access while they look for jobs or reconnect with family and friends.



*free tablet computers for residents*

We host regular dinners for residents at a nearby culinary skills training program, [Farming Hope](#), allowing residents to enjoy a meal in a restaurant setting that has been prepared by others formerly experiencing homelessness or housing insecurity.



*Thanksgiving at 33 Gough*

We even brought 3 home-cooked turkeys to 33 Gough Street for Thanksgiving! Our CEO’s daughter started a community services club for DignityMoves at her high school—the teens organize clothing drives, tend plants and garden, and help out with resident needs.



*NextDoor Corporate Service Day*

## Donor Support

DignityMoves could not be pursuing such ambitious goals if it wasn’t for the incredible support of our donors. It’s not often that a young start-up nonprofit is able to earn the trust of so many generous supporters-- a testament to the community’s eagerness to find innovative solutions to unsheltered homelessness. We want to extend our deepest

gratitude to all of our donors, including the lead donors listed below that generously contributed \$50,000+ in cash or in-kind goods.

**Balay Ko Foundation** shares our commitment to ending unsheltered street sleeping in Santa Barbara County and the central region of California. Thanks to the significant leadership grants they have made and pledged towards several upcoming communities in Santa Barbara County, we are well on our way to closing the shelter gap in the county. What's more, they are also endowing the annual salary for a dedicated Project Manager in Central California, ensuring that our ambitious efforts in the region can be executed effectively.

**Tipping Point Community** recognizes the critical role private capital can play in de-risking innovative strategies before governments are read to embrace them. Even before DignityMoves was officially an organization, Tipping Point recognized the enormous potential of our model and supported the feasibility study that led to the first interim supportive housing community of its kinds in San Francisco. Thanks to their generous anchor grant, we were able to raise 100% of the capital costs from philanthropy. Working side-by-side, Tipping Point helped us navigate the complex San Francisco system and gave our young organization the credibility we needed to make this vision a reality.

**Dignity Health** recognizes that housing is health and without safe and affordable housing, the health of individuals are greatly compromised. They provided significant financial support to help make our San Francisco community a reality. As we broaden this valuable strategic partnership to other projects, they are an active partner in exploring how non-congregate housing can support individuals experiencing homeless who are medically vulnerable, ensuring safe placement where they can receive the care they need while recuperating.

**Wells Fargo Bank** understands the impact of the homelessness crisis on our community. Their leadership gift helped us expand our efforts in Northern California. Other generous individuals, corporations and foundations supporting our work include:

First Republic Bank	Pam and Larry Baer
Ron Conway Family	Elliot Schrage
Battery Powered	Zagar Foundation
Brian Chesky	James S. Bower Foundation
TODCO	Natalie Orfalea Foundation
Congregation B'nai B'rith	Sara Miller McCune
LA Centra-Summerlin Foundation	Lauder Family
The Women's Fund of Santa Barbara	Aaron and Valerie Edelheit
Goodman Family Foundation	IKEA
Sayuri Sharper	Living Spaces

## 2023 Expansion Plans

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We have several communities underway or in the planning stages across California. Looking ahead to the next year, we plan to expand beyond California while also working to develop even more quickly and cost-effectively, so that we can make significant impacts on unsheltered homelessness at scale.

### Santa Barbara County

The DignityMoves community in downtown Santa Barbara was so well-received that the County Board of Supervisors voted to partner with DignityMoves to build enough interim supportive **housing for literally**



**everyone sleeping on the streets.** The County has identified several county-owned parcels across the county based on the regional distribution of unsheltered homelessness; DignityMoves is now setting out to build over 432 beds to end the shelter gap in the county. The first project is public and underway at 511 Lakeside Parkway in Santa Maria, across the street from the Betteravia government complex. This community will have 94 rooms, 11 of which will be allocated specifically for transitional age youth (“TAY”) and operated by a TAY specialist organization Fighting Back. 30 of the rooms in this Village will be dedicated to Dignity Health and reserved for people exiting the hospital system. This community will be the first time we will include private bathrooms in our “pop-up” model—10 of the Dignity Health rooms will have ensuite bathrooms. We are thrilled to partner in this way – ensuring that our DignityMoves Villages are customized to meet the needs of the future residents. We anticipate opening doors to residents by June 2023.

## Thousand Oaks

DignityMoves will be building a new [interim supportive housing community in Thousand Oaks](#). We partnered with Hope of the Valley and Many Mansions to respond to a Request for Proposals for a 30-unit interim housing project with the option to increase to 50 units. Our team was dubbed the “dream team” and unanimously selected by the Thousand Oaks City Council on November 6, 2022. This partnership will serve as a model as we work closely with other jurisdictions to consider interim housing projects. When we can bring solid partnerships with the depth of experience such as the Thousand Oaks team it reduces the level of uncertainty a city may have about a project, making it easier for them to move forward with confidence.

## Los Angeles

DignityMoves is preparing for a big push in 2023 to help address the complex and seemingly intractable quagmire of the homelessness crisis in Los Angeles. We have been building an ecosystem of support-- a network of allies in government, philanthropy, the community, and local nonprofits. Several of our advisory board members are participating on Karen Bass’ transition team, and together with allies like the Coalition for Human Rights in LA we believe that the type of disruptive innovation DignityMoves embodies will be highly effective in cutting through the noise and red tape that has limited progress in LA in the past.

## Many others on the way

DignityMoves’ model of low-cost, rapidly built interim supportive housing has caught fire as more and more cities are understanding the value of what we can provide. Now that we have opened our first few communities, we have a flood of cities and counties expressing interest in our unique approach. Discussions are underway in places such as Ventura County, San Bernardino, Monterey, Oakland, Sacramento, Gilroy, Portland, Seattle, Vancouver, and even Oklahoma.

## National Expansion

In 2023 we are planning to expand beyond California, building on the incredible momentum we’ve created in California to our model in cities and regions across the country. When a community leader outside of California is interested in building a DignityMoves community in their region, our National Expansion Team (“NET”) will work closely with them through every step of the process. We will advise them on how to identify a viable parcel of land, coach them on how to approach elected officials and city departments, participate by zoom in discussions, and educate the partners on the importance of interim supportive housing models. Fundraising

will be the responsibility of the local champion, but we will help them identify regional foundations and corporate donors through our growing network of funders.

The NET team will work with Gensler and other consultants to create site plans, draft budgets, and identify local contractors. A local project manager will oversee the project construction under the direction of the NET team. Our Supportive Services Excellence lead will advise on the supportive services program. Using the templates and tools already developed by DignityMoves for other projects, we will be able to advise on community engagement, share strategies for avoiding NIMBY resistance, and help identify government grant funding opportunities. The National Expansion Program will provide both open-source tools as well as a “human instruction manual” to empower local communities to replicate our model, while also maintaining brand and quality control.

## Supportive Services Excellence Program

DignityMoves has a vested interest in the success of the programs in communities with the DignityMoves brand. As DignityMoves expands, our network of supportive services agency partners will grow accordingly. It is becoming apparent that there exists a very wide range of quality in the supportive services being delivered at our communities. More and more, cities are looking to DignityMoves for the “complete package,” especially in regions where quality services agencies are limited or non-existent. We are planning to bring our service provider partners together in the DignityMoves Supportive Services Excellence Program to enhance, augment, monitor and measure the ongoing supportive services programs at DignityMoves communities. The program will be led by a seasoned supportive services expert who will:

- Visit each of our communities regularly to facilitate sharing best practices
- Monitor the programs to ensure each are operating with excellence
- Establish a standardized set of outcomes measurement tools
- Advise and help design the supportive services programs in future communities
- Participate in drafting RFPs and selecting the ideal partner organizations
- In regions where there is not excellent supportive services capacity, help recruit agencies from outside the region, recruit and train the staff
- Write the playbook and supportive services manual that will be open-source and provide an exceptional how-to guide for others
- Convene regular gatherings of our partners enabling them to learn from each other

The Excellence Program will give cities much greater confidence that a DignityMoves program will not only provide safe, dignified shelter, but will also have exceptional human and community outcomes.

## Changing the Narrative Program

DignityMoves has quickly become a burgeoning thought leader on innovative solutions to addressing homelessness. There is a critical need to change entrenched thinking and outdated paradigms. Many regions still believe that any money spent on anything that isn’t permanent is a waste of resources, while many in the public have lost hope and believe that homelessness is simply not solvable. DignityMoves plans to seize this opportunity to amplify the message about the critical role that interim supportive housing can and should play in a region’s broader strategy for addressing homelessness.

Ranging from storytelling to data-focused analysis, this Changing the Narrative program will serve to educate the public, change the entrenched outdated thinking in governments, and raise awareness of DignityMoves as an organization.

## Less Environmental Impact and Greater Sustainability

We are working hard to continually improve the sustainability of our building materials, as well as decrease the carbon footprint of our communities. Clean Energy Coalition has provided pro-bono design services to help us create a system that will allow us to power our projects with solar panels and battery storage, not waiting for the often 12 months+ it takes to connect to local power utilities. We will be seeking grant funding to pay for the panels, batteries and installation—which will of course pay back over time and return funds to help DignityMoves further expand our impact.

## “Prime the Pump” Capital Pool

Each DignityMoves project is funded differently. Some are fully paid for by State or local funds; yet this is not always the case.

In 2023 we plan to raise a pool of philanthropic capital to “prime the pump” as we expand geographically. We learned with our experience in San Francisco that many regional jurisdictions are not yet ready to embrace the idea of investing in interim supportive housing—in some cases we will need to fund a first project *fully* philanthropically as a showcase to demonstrate our model. In other markets, governments may just need an enticement. Offering the first \$500k or \$1m towards a pilot project will go a long way towards getting their attention and unlocking the local and governmental funding necessary to make a DignityMoves community a reality. Finally, there are under-resourced communities that desperately want a DignityMoves housing program but simply do not have the funds in their general budgets. A pool of capital would allow us to support those communities where philanthropy and government resources are limited or not available.

In 2023 DignityMoves plans to experiment with innovative funding models which would enable us to scale our work using impact investment dollars and other creative financing structures. The need for interim supportive housing is enormous—mobilizing investment dollars will be a key to reaching the scale that this crisis requires.

## Interim Supportive Housing Playbook

We plan to compile all of the above programs into an open-source “Playbook” to empower others to replicate our model. The Changing the Narrative program will author messaging about the importance of interim supportive housing; we will publish a directory of modular manufacturers to choose from, and the Supportive Services Excellence team will draft supportive services plan templates. We will share our approaches to everything from community engagement strategies, how to harness NIMBY resistance, to how to develop solar solutions. We will provide open-source collaboration and support to anyone working to address this critical issue.

## In Closing

DignityMoves is uniquely positioned to tackle the status quo, change the narrative, and drive significant reductions in unsheltered homelessness in our country. The entire DignityMoves team – our staff, board of directors, and advisory council are deeply grateful for the incredible support our young and ambitious organization has received. We are enthusiastically entering our next year of service ready, and eager, to move the needle on unsheltered homelessness and bring more dignity to our neighbors and communities.