

Executive Summary

Blueprint for Action:

Scaling Interim Housing in San Francisco



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San Francisco is at a critical juncture in addressing its unsheltered homelessness crisis. Humane, effective solutions at scale to move people from the streets into safe, stable interim housing with clear pathways to permanent homes will require bold leadership, cross-departmental collaboration, and clear accountability measures to succeed. This Blueprint outlines actionable strategies to meet interim housing targets, optimize funding, streamline processes, and operationalize solutions through coordinated multi-sector efforts.

Please see the complete ***Blueprint for Action*** for more information.

1. Leadership and Accountability Framework

Centralized Leadership:

- **Interim Housing Contracting Group:** A coalition of senior leaders from HSH, MOHCD, and DPH to coordinate housing delivery, issue joint RFIs, and manage financing for interim housing solutions.
- **Director of Interim Housing Delivery:** A temporary, philanthropically funded position, appointed by the Mayor, to coordinate efforts across key city departments (HSH, MOHCD, DPH). The Director will pool resources, oversee interim housing targets, and lead multi-sector Action Teams.

Measures of Success:

- Monthly reports to the Mayor's Office and founders, with quarterly public updates.
 - Track metrics on housing placements, public health outcomes, and transitions to permanent housing.
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2. Optimizing and Diversifying Funding Streams

Philanthropy plays a pivotal role in catalyzing innovative housing solutions by providing flexible, fast-moving capital. Key strategies include:

- Establishing an **Interim Housing Accelerator Fund** to offer low-cost, upfront financing for rapid project development.
 - Centralizing funding within a third-party entity to coordinate with city departments, reduce financial delays, and create pre-approved vendor lists.
 - Bundling capital and operational funding for streamlined resource allocation.
 - Introducing a revolving loan fund for operators, offering low-interest loans to cover start-up costs and support sustainable project scaling.
 - Commissioning an economic impact study to analyze the costs of unsheltered homelessness and the financial benefits of scaling interim housing.
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3. Streamlining Contracting and Procurement

Efficient contracting processes are vital to accelerating interim housing delivery. Key strategies include:

- Unifying RFIs to create a pool of qualified vendors and streamline procurement.
 - Standardizing contracts for operations and services, tailored to population needs and housing outcomes.
 - Implementing per-unit daily payment rates using diverse funding sources like CalAIM and Proposition 1.
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4. Scaling Interim Housing Placements

Innovative housing solutions must be deployed quickly and cost-effectively. Key strategies include:

- Scaling modular housing and the adaptive reuse of buildings, and leveraging underutilized public or private spaces for development.

- Utilizing emergency provisions under the Shelter Crisis Act to expedite permitting and approvals.
- Diversifying housing pathways for lower-acuity individuals through navigation services, employment, roommate matching, and other strategies.

5. Operationalizing Through Multi-Sector Action Teams

Action Teams provide critical operational support to accelerate interim housing delivery. Two phases of Action Teams are proposed:

- **Early-Stage Teams:** Focusing on site identification, funding acquisition, risk mitigation, and emergency code activation during the pre-development phase.
- **Second Stage Teams:** Overseeing active projects, monitoring progress, ensuring operational readiness, and tracking outcomes.

Cross-Sector Collaboration:

Private sector partners, community leaders, and technical experts can contribute expertise and resources to address bottlenecks and drive timely implementation of innovative housing solutions.

Conclusion

San Francisco has the opportunity to enact transformative change by scaling interim housing solutions. This Blueprint provides a clear pathway to address unsheltered homelessness through strong leadership, coordinated action, and sustainable funding models, ensuring every individual has access to safe and dignified housing.

Please see the complete **Blueprint for Action** for more information. This Blueprint was developed by All Home, the Bay Area Council, and DignityMoves, and was written by Gail Gilman of Antarim Advisors and Julie O'Dwyer, Program Manager at DignityMoves. It was completed in December 2024.