

Homeless Strategic Plan

Three-Year 2024 - 2027



Homeless Strategic Plan

Three-Year 2024 - 2027

This report was developed by Resource Development Associates under contract with the City of Davis, Department of Social Services & Housing
RDA Consulting, 2024





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We also would like to thank the individuals who served on the 2024 Homeless Strategic Plan Steering Committee:

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Letter of Endorsement and Introduction

The City of Davis continues to work tirelessly to address the challenge of homelessness. The 2019 Homeless Action Plan provided a roadmap to work collaboratively across multiple sectors to bring homeless people inside.

Then COVID-19 hit.

Even as we grappled with a national pandemic, the momentum we gained over the course of realizing the plan did not end. While we faced tremendous hardships that could have stopped us in our tracks, we persisted together, finding new paths forward to forge connections, to communicate openly, and to stand united with the final goal of expanding the response to homelessness in our city. The Davis community opened the Daytime Respite Center to offer refuge and services to the unhoused. Paul's Place was constructed, and 46 new units of housing were made available. The Davis City Council authorized the establishment of the Department of Social Services and Housing to address and facilitate coordination of programs and services to vulnerable, low-income residents including the unhoused. Unfortunately, despite our efforts to strengthen the housing continuum, this crisis continues to grow.

With COVID-19, some of the gaps in serving people experiencing homelessness came to light and made the work we do more urgent. In addition, COVID-19 exacerbated existing disparities in Davis, revealing barriers to access to services among Black, Indigenous and People of Color communities. In finding ways to shelter vulnerable people from the pandemic, we discovered that there are many additional challenges to consider, particularly health and mental health services and substance abuse treatment access. On a positive note, we learned we could ramp up quickly to provide a coordinated community response. We decided that with the end to the pandemic period and that of the 2019 Plan implementation period was a good time to take stock and make sure the course ahead is informed and strategic.

We heard from advocates, elected officials, administrators, people with lived experience, community members, the faith community, non-profit partners, and more. We learned that mental health and housing cost burdens were universally identified as an area of focus. We listened when the community said a cookie cutter approach is a non-starter and that every individual has unique needs that must be honored.

We hope this new three-year plan will help us take what we've learned from all feedback received to transform what we do as a community and to support many more people experiencing or who are at-risk of becoming homeless. This is a living plan, and we need your help to make it impactful. There is no single group or organization that can resolve the root causes of homelessness or eliminate it all together. Only the collective will of the people can help us reach our goal to make homelessness rare, brief, and non-recurring.

In partnership,
2024 Homeless Strategic Plan Steering Committee
The City of Davis

Acronyms & Key Words

Continuum of Care (CoC)	<p>A CoC is a community network that organizes and delivers housing and related support services to meet the specific needs of people who are homeless or at-risk of homelessness, with the overarching goal of supporting long-term stability. CoC's structures and programs are monitored by the U.S. Department of Housing and Urban Development (HUD). The Yolo County CoC, of which Davis is a part of, the Homeless and Poverty Action Coalition (HPAC), established its own 501c3 nonprofit status in 2021.</p>
Coordinated Entry	<p>A regional process for assessing the needs of people experiencing homelessness and linking them with the most appropriate housing and services through a “no wrong door” approach. The essential components are: 1) a system that is low-barrier and easy to access; 2) a system that identifies and assesses people's needs; and 3) a system that prioritizes and matches housing resources based on those needs.</p>
Emergency Shelter (ES)	<p>A facility whose intended purpose is to provide temporary shelter for persons experiencing homelessness. Some are only open at night, and some may only serve specific populations.</p>
Homeless Management Information System (HMIS)	<p>An information technology system used to collect individual-level data related to the provision of housing and services to individuals and families at risk of or experiencing homelessness.</p>
Permanent Housing	<p>Refers to community-based housing without a designated length of stay, which includes both Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH). Examples of permanent housing include, but are not limited to, a house or apartment with a month-to-month or annual lease term or home ownership.</p>

Executive Summary

In recent years, the State of California has experienced a growing number of unhoused individuals and families and has struggled to keep pace with the rising demand for housing and social supports to effectively meet the complex needs of this part of the community.¹ Similarly, Californians have experienced significant social impacts during and following the COVID-19 pandemic. The City of Davis (Davis), located in Yolo County, is no exception to these statewide trends, experiencing shortages of inclusive housing stock, limitations to land development, and an ever-rising cost of living. However, the City of Davis government (City) remains deeply committed to equitably supporting community members experiencing homelessness. This commitment includes a focus on strengthening the housing continuum and supportive services to better mitigate the risk of homelessness and aid individuals and families to identify sheltering solutions and to remain in their homes.

Near the end of 2023, the City of Davis Department of Social Services and Housing contracted with RDA Consulting to steward the development of a three-year Homeless Strategic Plan (the Plan). The Plan summarizes the current state of homelessness in Davis, outlines existing community resources, identifies gaps and opportunities for addressing homelessness, references best practices for addressing homelessness, and ultimately provides an actionable, strategic roadmap for the City and its partners.

Davis is served by a wide range of community-based organizations and volunteers who provide essential services to help meet basic needs and restore hope for community members. The strategic planning process highlighted a remarkable commitment from these community members with robust engagement from service provider organizations, faith-based partners, and local volunteers. Through multiple discovery and planning activities with these stakeholder groups, significant issues impacting Davis's homeless and housing insecure populations were identified. These issues include:

- A lack of readily available and appropriate temporary to permanent housing options;
- Insufficient behavioral health care treatment for mental health and substance use needs; and
- A tendency for organizations to lead work and problem-solving in siloed approaches.

The Plan offers a unifying vision and roadmap to address these issues, providing a framework for meaningful action and progress toward addressing homelessness in Davis. Through the strategic planning process, three priority areas and paired strategic goals were identified, as well as strategies to achieve the goals. Finally, the Plan includes Action Plans for each of the goals with detailed action steps to guide implementation.

Following the Plan presentation to the Social Services Commission and approval by the Davis City Council, the Department of Social Services and Housing and partners will update Action Plans with timelines and leading partners to further support implementation of the plan.

Homeless Strategic Plan Core Elements

Vision

A community-wide network of care, grounded in respect, delivering humanizing and person-centered support to individuals and families who are housing insecure.

Guiding Principles

- Respect
- Inclusiveness
- Collaborative
- Bold & Progressive Solutions
- Equitable Solutions
- Person Centered

Priority Area: Prevention

Goal: A cohesive system of policy, strategies, and programs that support individuals and families to remain in the housing of their choice.

Improve the community's access to information about City and partner efforts to prevent and address homelessness.

Work collaboratively to advocate for and secure opportunities for sustainable funding solutions through public and private sources.

Align homelessness prevention and reduction solutions with broader City Consolidated Plan and General Plan goals and strategies.

Priority Area: Right-Fit Housing Options

Goal: A sustainable infrastructure of inclusive, readily accessible, and supportive housing and sheltering solutions for individuals and families.

Develop a short- and long-term funding strategy for sustainable supportive housing, sheltering solutions, and affordable housing development.

Establish housing options along the housing continuum that addresses availability, accessibility, and affordability for all.

Work collaboratively to provide evidence-based programs to help individuals and families maintain and/or transition to stable housing.

Assess opportunities to establish alignment with state-wide policies and funding such as CalAIM and BHSA (Proposition 1) to optimize community housing supports and development of affordable housing units.

Priority Area: Strong Provider, Partner, & Community Network

Goal: Build and sustain a coordinated and well-informed provider, partner, & community network that prioritizes urgency, efficiency, and equity to support individuals experiencing homelessness.

Create a collaborative housing & homelessness infrastructure to better connect partners and providers across the City.

Establish consistent and standardized data collection, evaluation, and reporting strategy across City service providers and partners.

Support a well-trained, equity-focused, and trauma-informed provider, partner, and volunteer network.

Homelessness in the City of Davis: A Landscape Analysis

Measuring homelessness in a specific jurisdiction is notoriously difficult as there can be differing definitions for homelessness across regions. Additionally, homelessness is often a cyclical experience rather than a one-time occurrence and many individuals experiencing homelessness are transient, moving in and out of different communities to meet their needs. Yet, understanding the landscape of homelessness remains crucial for program, service, and policy improvement.

To better understand the landscape of homelessness in Davis, RDA partnered with the City of Davis Department of Social Services and Housing and a selection of direct service providers to measure the demand for services most frequently associated with individuals experiencing homelessness. To complement this review of program and service data, RDA cross-referenced the demand for services with the Point-in-Time (PIT) Count. This work informed and was fully reported upon in a City of Davis Homelessness **Landscape Analysis Brief**, included in [Appendix 1](#).

Key Findings

The Landscape Analysis highlights an estimate of the average number of individuals experiencing homelessness, an estimate of the gap of individuals who qualify but are not receiving homelessness services, an estimate of our level of understanding regarding Serious Mental Illness and Substance Use Disorder in the unhoused community, and key services individuals experiencing homelessness have said contribute to increased housing stability. The following is a summarization of the core data highlights from the Landscape Analysis:

- ❖ The PIT Count is a likely undercount of the number of individuals experiencing homelessness.
- ❖ Hundreds of individuals and families need support meeting basic needs each year, such as food, laundry, and rental and utility aid, which further indicates at the volume of individuals and families that may be housing insecure.
- ❖ Although individuals experiencing homelessness identified food, shelter, and funds for housing-related costs as key sources of support to find and maintain housing, they also identified these resources as largely inaccessible and unavailable.

Data Highlights

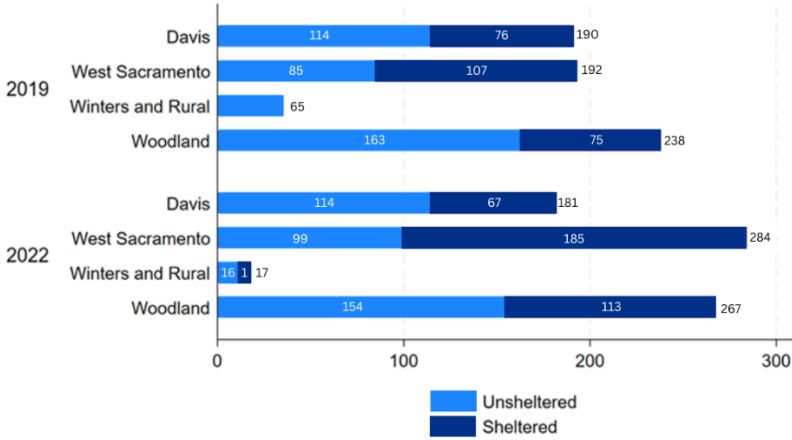
Despite the challenges quantifying homelessness within specific jurisdictions, the Point-in-Time Count remains policymakers' most reliable, publicly accessible data

source to estimate the number of individuals experiencing homelessness. Importantly, PIT Count provides data on the number of people experiencing homelessness who are unsheltered versus sheltered. These data are important because people who are unsheltered may have different needs than those sheltered, and service providers may require different resources to reach and engage these different groups.

Because the housing and homelessness crisis is regional and not specific to Davis, and because people experiencing homelessness often move between cities and jurisdictions to meet their own needs, it is important to consider Davis's PIT Count data in relation to other cities' data. **Figure 1**, below, compares the proportion of unsheltered and sheltered individuals across Yolo County.

Notably, the percentage of unsheltered persons in Davis did not meaningfully change from 2019 to 2022. **A majority, 62%, of the unhoused population was not sheltered at the time surveyors were performing the count.** This indicates the importance of understanding the unique needs of people who are experiencing *unsheltered* homelessness, as they may have different needs and desires than people experiencing *sheltered* homelessness. Therefore, strategic planning must identify strategies for programs and services that can be tailored to residents with differing experiences of homelessness.

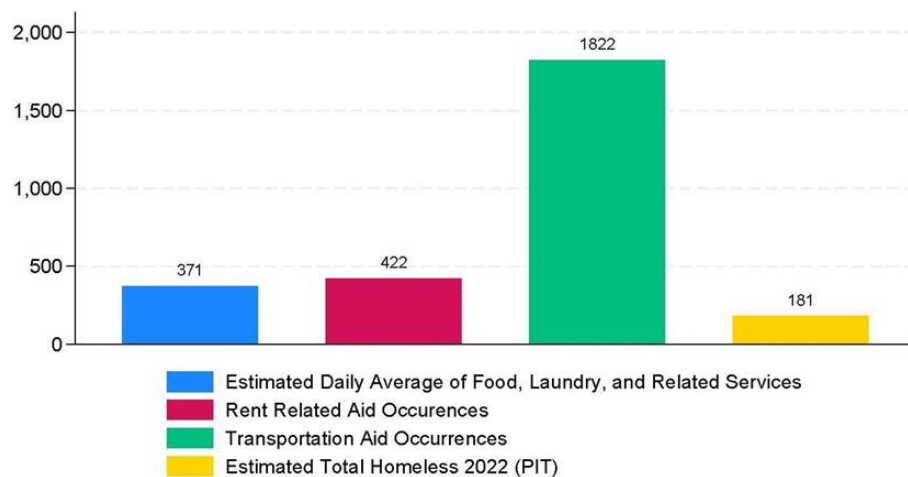
Figure 1. Point-in-Time Counts. Comparison of Unsheltered to Sheltered Individuals across Yolo County Communities.



There is near consensus among service providers in the City of Davis that the PIT Count is undercounting individuals experiencing homelessness. Using service provider data, RDA estimated the expected average daily use of services that were most used or associated with experiencing urgent housing insecurity, including shower access, charging stations, food, and laundry. The daily average use of service demand, when used as a proxy for the number of individuals experiencing homelessness in Davis, provides a picture of homelessness in Davis that is much more expansive than looking at PIT Count data alone or in isolation.

Notice, while PIT Count estimates a total of **181** individuals experiencing homelessness in the City of Davis, the service demand approach, displayed in **Figure 2**, would estimate **371** individuals are experiencing homelessness in Davis. If we incorporate a yearly average of households receiving payments to address housing insecurity, the new estimate of individuals experiencing urgent housing concerns becomes **793**. RDA’s interpretation of service-provider data estimates a much larger community of individuals experiencing housing insecurity than is suggested by PIT Count data. A limitation of the service demand approach is the reporting of likely duplicated service counts; however, when consulted, direct service providers further supported this higher estimate.

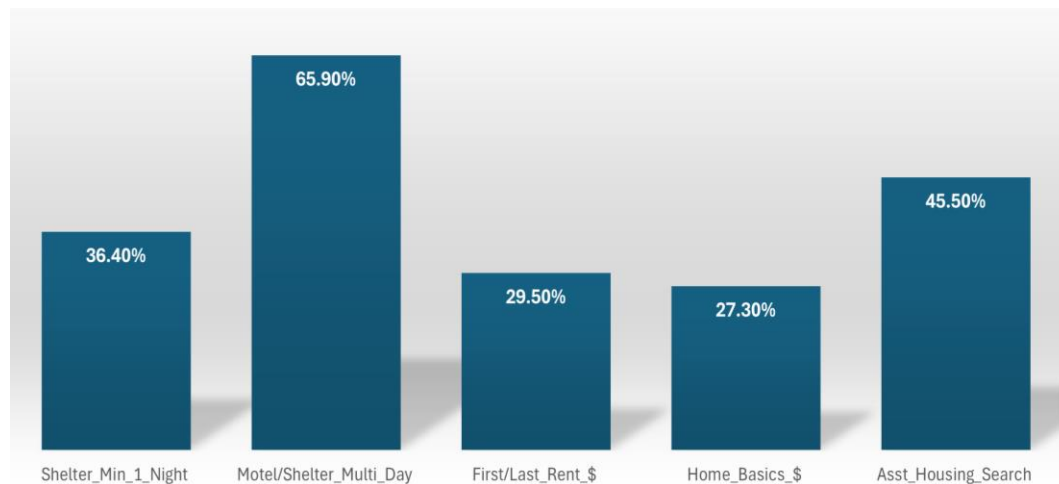
Figure 2. Service Demand. Estimated Use of Services for those experiencing urgent housing insecurity.



Estimates from author calculations utilizing aggregated direct service provider data from 2020 to 2023.

It is essential that the City and partners develop policies, programs, and services that are flexible and responsive to the needs and desires of people experiencing homelessness. Therefore, in addition to program data and provider expertise, RDA sought direct input from people experiencing homelessness in Davis to better understand their patterns of service access and their overall/holistic needs. To gather this input, RDA designed an intercept survey to be facilitated by local service providers in one-on-one, in-person settings, such as by connecting with individuals at points of access in the community and common public gathering spaces. Through these interactions, **individuals interviewed consistently identified food provision, shelter, and funds for housing costs as key sources of support and as critical to helping them to find and maintain housing.** Importantly, however, **individuals also consistently identified these same services as frequently inaccessible and unavailable at their time of need.** A majority of respondents noted they had attempted to use a service that was not available. There is clearly a need for the expansion and improvement of service provision in the services highlighted by **Figure 3**.

Figure 3. Intercept Survey with Individuals with Lived Experience. Top 5 Services Needed but frequently inaccessible.



In addition to describing the basic needs resources they most frequently accessed and needed, survey responses also provided insight into the types of resources that may increase service uptake and improve outcomes. For example, while only one in five respondents reported engaging with a therapist or peer support specialist for at least one month, **59% of respondents identified that consistent access to a therapist or peer mentor would increase their use of supportive services.** The gap between these two data points may indicate that therapy and peer services are not currently accessible or acceptable to people experiencing homelessness but may be an important component of service uptake. Addressing homelessness in Davis will require a variety of strategies to not only expand existing services but also to address the barriers that make services inaccessible (e.g., current system and service dependency on volunteers; weekend, evening, and holiday service gaps).

In summary, the Landscape Analysis elevates the urgency of the need for the City and its partners to address homelessness while also highlighting the robust support that local partners, providers, advocates, and community organizations are poised to mobilize to holistically address homelessness and improve the health and experiences of community members.

The Strategic Planning Process

The strategic planning process began in 2023 and was established to position the City of Davis with a unifying vision and strategic roadmap to better support unhoused and housing unstable community members, strengthen City and partner service infrastructures, and ultimately to prevent homelessness. The development of the 2024-2027 Plan was intentionally informed by the planning process and lessons learned from the 2019 Homeless Action Plan, which was developed by community partners and stakeholders.

The strategic planning process for the 2024-2027 Plan included the development of an actionable plan, informed by data, provider expertise, community feedback, and the experiences of individuals identifying as homeless and housing insecure. With the establishment of the Department of Social Services and Housing within the City government in 2022, there is now a backbone and lead convening entity to support planning, implementation, evaluation, and reporting of the new three-year Homeless Strategic Plan.



Conducting the Landscape Analysis

The Davis Department of Social Services and Housing and RDA conducted a Landscape Analysis to provide a snapshot of the current state of homelessness in the City of Davis. The community snapshot served, in part, as a tool for use by the Davis Department of Social Services and Housing and community partners to have data-driven discussions when collaboratively developing the Plan.

The landscape analysis included the following sources:

- ❖ **Homelessness Landscape (Secondary Data)**
 - *PIT Count Data² & Census Data.* A review and overview of state and county level data on homelessness.
 - *Current Program & Service Partner Data.* Davis service providers supported this process by sharing their data regarding the type of services they provide and the number of service recipients they have supported over the last few years.
- ❖ **Community Assets & Needs (Primary Data)**
 - **Community & Partner Engagement**
 - *Individuals with Lived Experience.* In coordination with the Downtown Streets Team and Davis Community Meals & Housing,

46 one-on-one interviews were conducted with individuals experiencing homelessness and housing insecurity. This further ensures that the plan is informed and developed around the current realities and needs of community members.

- *Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis.* The City hosted a virtual SWOT workshop in February 2024 that was attended by 39 participants representing a diversity of community members, advocates, volunteers, and 20 community social service organizations. This workshop allowed for the identification of existing strengths upon which the City and stakeholders could build, helped to highlight and determine gaps in services and resources, and elevated opportunities for partnership, alignment, and action.

❖ **Literature Review (Best Practices)**

The literature review process intended to provide a general overview of the factors that contribute to homelessness, recently collected data from the unhoused community, and updates on how local and state governments are moving to address homelessness and housing insecurity.

The full Landscape Analysis Brief is included in [Appendix A](#).



Developing the Action Plan

The Davis Department of Social Services and Housing convened a Steering Committee to further guide the development of the Plan’s vision, goals, strategies, and action steps. The Steering Committee included community members, advocates, volunteers, and service providers.

The Steering Committee met twice during the Action Plan development period, once in person and once virtually. Additionally, they supported document review and refinement electronically between meetings.

Through this participation, the Steering Committee supported the development of the framework and foundational elements of the Plan.

Vision & Goal Setting Workshop

In March 2024, the Steering Committee participated in an in-person Vision & Goal Setting workshop. Throughout the workshop's facilitated activities, Steering Committee members reviewed the Landscape Analysis Brief, shared their experiences and perspectives related to the housing crisis and homelessness, participated in brainstorming exercises, and engaged in reflection and dialogue. The participation, brainstorming, and discussion led to drafts of a community-wide vision for addressing homelessness in Davis and strategic goals to realize that vision. The Steering Committee also expressed many guiding principles integral to the Plan and necessary for implementation efforts. Together, the vision, goals, and guiding principles provide a framework for focused efforts and measuring progress toward addressing homelessness and housing insecurity in Davis.

Strategy & Action Planning Session

In April 2024, the Steering Committee reconvened for a virtual Strategy & Action Planning session. During this session, Committee members reviewed, discussed, and further refined the vision, goals, and guiding principles. The Committee also identified strategies for each strategic goal as well as initial action steps for each strategy based on the Landscape Analysis brief and additional best practice research.

The referenced Landscape Analysis Brief and best practice research are included in [Appendix 1](#) and [Appendix 2](#), respectively.



The Davis Needle

Homeless Strategic Plan, 2024-2027



The Homeless Strategic Plan, complete with a unifying vision, guiding principles, and priority areas with paired goals, strategies, and action steps was developed collaboratively by the homeless strategic planning steering committee and the City of Davis Department of Social Services and Housing.

Vision & Guiding Principles

Vision

A community-wide network of care, grounded in respect, delivering humanizing and person-centered support to individuals and families who are housing insecure.

Guiding Principles

- Respect
- Inclusiveness
- Collaborative
- Bold & Progressive Solutions
- Equitable Solutions
- Person-Centered

Goals & Strategies

Priority Area: Prevention

Goal 1: A cohesive system of policy, strategies, and programs that support individuals and families to remain in the housing of their choice.

Strategies

Improve the community's access to information about City and partner efforts to prevent and address homelessness.

Work collaboratively to advocate for and secure opportunities for sustainable funding solutions through public and private sources.

Align homelessness prevention and reduction solutions with broader City Consolidated Plan and General Plan goals and strategies.

Priority Area: Right-fit Housing Options

Goal 2: A sustainable infrastructure of inclusive, readily accessible, and supportive housing and sheltering solutions for individuals and families.

Strategies

Develop a short- and long-term funding strategy for sustainable supportive housing, sheltering solutions, and affordable housing development.

Establish housing options along the housing continuum that addresses availability, accessibility, and affordability for all.

Work collaboratively to provide evidence-based programs to help individuals and families maintain and/or transition to stable housing.

Assess opportunities to establish alignment with state-wide policies and funding such as CalAIM and BHSA (Proposition 1) to optimize community housing supports and development of affordable housing units.

Priority Area: Strong Provider, Partner, & Community Network

Goal 3: Build and sustain a coordinated and well-informed provider, partner, & community network that prioritizes urgency, efficiency, and equity to support

Strategies

Create a collaborative housing & homelessness infrastructure to better connect partners and providers across the City.

Establish consistent and standardized data collection, evaluation, and reporting strategy across City service providers and partners.

Support a well-trained, equity-focused, and trauma-informed provider, partner, and volunteer network.

These priority areas, goals and strategies provide a strategic direction and focused roadmap for the City of Davis and its partners. The next section – Action Plans – further details action steps for each goal and strategy identified. An action plan template to support implementation planning and monitoring is included in Appendix 3.

Action Plans

Priority Area: Prevention

The City of Davis continues to focus on and make progress toward increasing its availability of affordable housing and resources available to support individuals and families experiencing housing challenges. Additionally, there are numerous organizations within Davis that support individuals and families with remaining in their homes. However, the landscape and SWOT analysis show that the need for prevention efforts and affordable housing far outpaces the currently available resources. Program and service data from community partners suggest that the PIT Count significantly underrepresents the needs of Davis's unhoused community. In order to ensure that efforts to serve the current unhoused community are successful, there must also be a concurrent effort to prevent further increases in the number of unhoused individuals and families in Davis.

Goal 1: A cohesive system of policy, strategies, and programs that support individuals and families to remain in the housing of their choice.

Strategy 1A: Improve the community's access to information about City and partner efforts to prevent and address homelessness.

Action Steps

- ❖ Assess City website content, identifying information and/or accessibility gaps to information shared.
- ❖ Develop system and service map for county-wide resources.
- ❖ Centralize information sharing of all programs and services as well as community data reporting on easily accessible City supported webpages.
 - Add detailed program and services information for community use (e.g., eligibility/exclusion criteria, service provision days and times, sites, required documents to bring)
- ❖ Provide quarterly strategic plan implementation updates to the Social Services Commission and City Council.

Strategy 1B: Work collaboratively to advocate for and secure opportunities for sustainable funding solutions through public and private sources.

Action Steps

- ❖ Explore the ability to support a centralized infrastructure within a City Department to improve funding sustainability and equitable distribution among City and community providers.
- ❖ Research best practices in person-centered funding and granting.
- ❖ Develop a more sustainable and person-centered funding model with city-driven budget allocations for supporting housing and homeless prevention and service delivery infrastructure.
- ❖ Develop priority policy messages and talking points for use across city partners.

Strategy 1C: Align homelessness prevention and reduction solutions with broader City Consolidated and General Plan goals and strategies.

Action Steps

- ❖ Develop unified definition for affordable housing in Davis.
- ❖ Assess housing availability and accessibility across Davis.
- ❖ Align with housing/community development opportunities in Davis.
- ❖ Identify goals and benchmarks for affordable housing development to incorporate into Consolidated Plan and General Plan strategies.

Best Practice Considerations

Achieving Goal 1 will require substantial efforts to shift how information about housing insecurity and homelessness is collected, shared, and used to inform public policy. It is a significant undertaking and necessitates ongoing collaboration across system partners. The following are highlighted resources for consideration from RDA's best practice review:

- [Breaking Down Silos: How to Share Data to Improve the Health of People Experiencing Homelessness³](#)
- [How to Share Data: A Practical Guide for Health and Homeless Systems of Care⁴](#)
- ["You Don't Have to Live Here": Why Housing Messages are Backfiring and 10 Things We Can Do About It⁵](#)

Priority Area: Right-fit Housing Options

Every single unhoused individual or family lives with unique needs and priorities. To prevent housing insecurity and increase the likelihood of someone maintaining their housing, there must be an array of housing options available to meet a variety of needs. There are many factors that can prevent someone from accessing shelter, such as mental health and/or substance use challenges, accessibility barriers, or familial and/or personal needs such as preferred companions or pets. For example, for some individuals with mental health and substance use challenges, the traditional housing market may not be accessible or able to meet their housing needs. For this reason, temporary and permanent supportive housing, assisted living facilities, and on-site wraparound services are essential tools for addressing complex needs.

Goal 2: A sustainable infrastructure of inclusive, readily accessible, and supportive housing and sheltering solutions for individuals and families.

Strategy 2A: Develop a short- and long-term funding strategy for sustainable supportive housing, sheltering solutions, and affordable housing development.

Action Steps

- ❖ Identify existing funding streams for temporary sheltering solutions, supportive housing programs, and affordable housing.
- ❖ Seek new funding streams and opportunities for temporary sheltering solutions, supportive housing programs, and affordable housing development.
- ❖ Establish plan of action and equitable distribution for applying, securing, and allocating new funding to support local housing infrastructure.

Strategy 2B: Establish housing options along the housing continuum that address availability, accessibility, and affordability for all.

Action Steps

- ❖ Convene sheltering planning workgroup.
- ❖ Identify and plan sheltering solutions to address the different needs of different community members (e.g., families with children, couples, older adults, individuals with disabilities, people who use substances, people with vehicles, people with pets).
- ❖ Implement immediate shelter and relief solutions in coordination with local community-based organizations (e.g., safe sleep sites, cooling centers, establishing safe parking sites).
- ❖ Assess average funding needs for year-round operations and maintenance of permanent sheltering solutions.
- ❖ Identify feasible site(s) in Davis for potential shelter location(s) including environmental and infrastructure requirements.

Strategy 2C: Work collaboratively to provide evidence-based programs to help individuals and families maintain and/or transition to stable housing.

Action Steps

- ❖ Assess current social work, community health worker, counselors, peer support specialists, and other navigation support opportunities and capacity in Davis.
- ❖ Identify recruitment and retention challenges wraparound care providers experience
- ❖ Work across community partners, stakeholders, and the City to identify funding for implementing recruitment and retention strategies for continuum of care partners and expanding support to cover all housing sites and needs.
- ❖ Establish a plan to integrate navigation and support resources within all affordable housing sites throughout Davis.
- ❖ Create a city-wide communications plan to:
 - Promote awareness of homeowner and tenant support resources.
 - Publish available subsidized housing programs and promote benefits of landlord participation in these programs.
- ❖ Increase landlord mediation efforts to resolve conflicts and prevent eviction.

Strategy 2D: Assess opportunities to establish alignment with state-wide policies and funding such as CalAIM and BHSA (Proposition 1) to optimize community housing supports and development of affordable housing units.

Action Steps

- ❖ Support city and county collaborative workgroups that regularly assess, discuss, and align community actions.
- ❖ Support local providers to engage in CalAIM, BHSA, and other identified regional and state-wide opportunities.

Best Practice Considerations

Efforts to develop housing and shelter options are often hindered by zoning challenges, housing laws, and local opposition from residents. Given these challenges and the urgency of the housing crisis in Davis, the following information may help to guide efforts toward right-fit housing options:

- [Choice Matters: Housing Models That May Promote Recovery for Individuals and Families Facing Opioid Use Disorder⁶](#)
- [Housing Laws and Policies: The Planning Commissioner Handbook](#)
- [NIMBY Risk Assessment and Decision Tree Tool⁷](#)
- [Zoning for Affordability Work Group Session 2: Evaluating Economic Feasibility⁸](#)
- [Newsom Administration Makes Progress on Tiny Homes⁹](#)

Priority Area: Strong Provider, Partner, & Community Network

The City of Davis is home to a dedicated network of care providers and advocates who serve the unhoused and unstably housed community members. There is an excellent opportunity to better leverage existing services to improve resource referrals, identify sustainable funding sources, and gather data across system partners. Steering Committee members at the Vision & Goals Setting workshop consistently identified information sharing and data collection across services as an ongoing challenge.

Goal 3: Build and sustain a coordinated and well-informed provider, partner, & community network that prioritizes urgency, efficiency, and equity to support

Strategy 3A: Create a collaborative housing & homelessness infrastructure to better connect partners and providers across the City.

Action Steps

- ❖ Identify a central City staff member or team to provide coordination for and convening of partners and providers.
- ❖ Establish purpose, scope, and process for shared decision making for the structure developed (e.g. *informational, action focused, span of control*).
- ❖ Develop a roster of all service providers, organizations, and homelessness related groups.
- ❖ Host initial collaborative convening.
- ❖ Identify collaborative convening cadence.
- ❖ Establish regular communication platforms for collaborative coordination, referral, and development opportunities.
- ❖ Expand awareness of and participation in coordinated entry practices
 - Support current coordinated entry sites and partners and identify opportunities for new additions to ensure access throughout areas of Davis.
- ❖ *Ongoing*: continue to identify partner/sector gaps in collaborative discussions and actions, support opportunities for each entity to share, learn, and contribute to sustaining a more interconnected service and resource infrastructure.

Strategy 3B: Establish consistent and standardized data collection, evaluation, and reporting strategy across City service providers and partners.

Action Steps

- ❖ Convene a data and evaluation workgroup.
- ❖ Identify and define priority data points for evaluating impact.
- ❖ Partner with Yolo County to further evaluate and understand use of HMIS across services providers.
- ❖ Support integration and implementation of HMIS among service providers (e.g., funding, training, technical assistance).
- ❖ Investigate and implement best practices for data sharing to maintain HIPAA and confidentiality of service recipients.

Strategy 3C: Support a well-trained, equity-focused, and trauma-informed provider, partner, and volunteer network.

Action Steps

- ❖ Investigate the need and capacity to develop city-wide training recommendations and standards.
- ❖ Review best practices in social service sector training and development.
- ❖ Outline priority trainings for social sector providers, partners, and volunteers and identify partners to support training provision.
- ❖ Develop a city-wide training and development pledge to increase awareness and integration of recommendations for providers and volunteers.
- ❖ Establish a centralized process for volunteer recruitment, coordination, and

development.

- ❖ Assess and outline all current volunteer options (sites, roles, numbers) and opportunities where volunteer engagement would be beneficial (more at current places, new areas in the system) to support service sustainability.

Best Practice Considerations

Even the best laid plans may go off course if there is not consistent communication, adjustments, and evaluation.

- [Toward a New Understanding: The California Statewide Study of People Experiencing Homelessness](#)¹⁰

Conclusion

The 2024-2027 Homeless Strategic Plan will serve as a strategic roadmap to address homelessness in Davis and is informed by data, provider expertise, community feedback, and the experiences of individuals identifying as homeless or housing insecure. The vision, goals, and strategies identified will further help to mobilize, integrate, and coordinate implementation activities across the City and its partners.

In this undertaking the City, by and through the Department of Social Services and Housing, will serve multiple roles as a funder, policymaker, collaborator, coordinator, convener, and advocate. The City's Department of Social Services and Housing works to develop a more comprehensive community health and safety network across City and County departments, community-based organizations, and other service providers involved in social services in Davis. It is through such collaboration that Davis can achieve its ***vision of a community-wide network of care, grounded in respect, delivering humanizing and person-centered support to individuals and families who are housing insecure.***

Working to achieve the goals and strategies identified will lead to a stronger and more resilient Davis community. It will strengthen systems and services not only for individuals and families experiencing homelessness but will also contribute to a strong foundational readiness for broader community crisis and/or disaster impacts in years to come.

All community members should be confident in their ability to receive responsive, individualized support to help maintain, identify, and/or transition to safe, quality, and stable housing. The Plan, as presented, is not the end of this journey, but rather provides a launch point for progress and implementation in the upcoming years. The City and its partners will further develop associated implementation plans and reporting periods for the Plan's strategic goals and strategies. The Department of Social Services and Housing intends to provide updates on implementation and progress towards the Plan's goals to both the City Council as well as the broader Davis community.

Appendices

Appendix 1. Landscape Analysis Brief

Appendix 2. Best Practice Research & Resources

Appendix 3. Action Plan Implementation Template

Appendix 1. Landscape Analysis Brief

Davis Landscape Analysis Brief

Primary and secondary data review, analysis, and presentation to support data-informed and community grounded strategic plan development.

Introduction

The City of Davis is developing a new three-year strategic plan to address homelessness (Homeless Strategic Plan). The Homeless Strategic Plan is intended to build upon the work, learnings, and insights of the previous 2019-2022 Homeless Action Plan, while also being grounded in feedback and sharing from community members experiencing homelessness, a review of current program and service data, and an understanding of local, regional, and state data.

The City of Davis has unique strengths and resources to support this effort. The City is home to a range of dedicated resource providers who serve those who are experiencing housing and/or food insecurities, including focused support and resources for those who are currently unhoused. Like many communities and cities in California, the City of Davis must navigate complex challenges to expand the reach of the needed and necessary supportive resources and build sustainable practices that prevent and rapidly address homelessness.

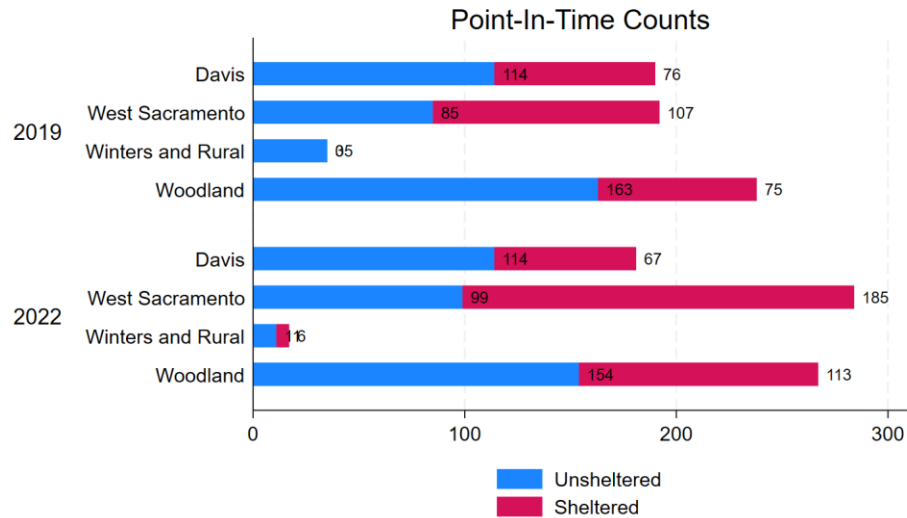
A landscape analysis was conducted to provide a cross-community snapshot and understanding of the current realities surrounding homelessness in the City of Davis. This interim report is intended to provide a broad overview and focused launching point from which the City, partners, and community stakeholders can engage in collaborative dialogue and together develop an actionable strategic plan to address homelessness over the next three-year period.

The landscape analysis summary brief offers a review of the following community data points:

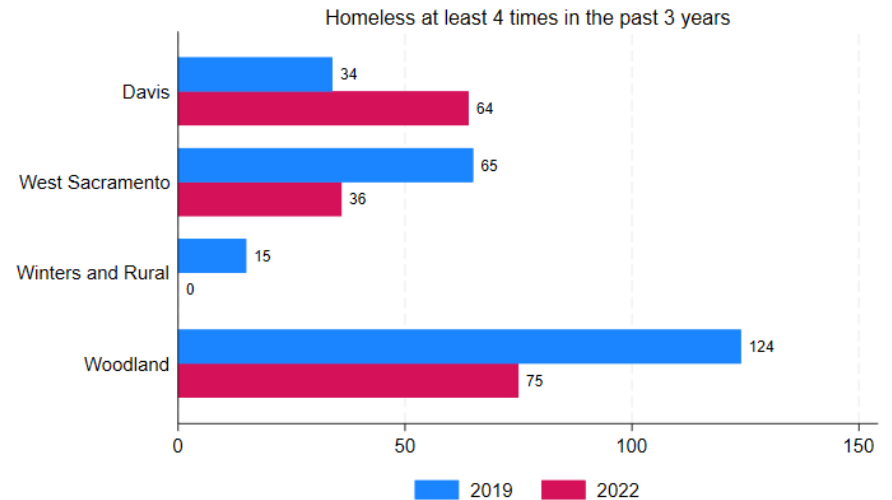
- Secondary Data Snapshot (PIT Count Data, Census Data)
- Current Program & Service Data
- Community & Partner Engagement
 - Individuals with Lived Experience
 - Strengths, Weaknesses, Opportunities, and Threats Analysis
- Literature Review

Secondary Data Snapshot

General Comparison of Counts through Time Homelessness”



Counts through Time of “Chronic Homelessness”



Davis Unhoused Community Demographics (Yolo County Homeless Count 2022)

Total Reported Individuals: 181

Demographic	Count and % of Impacted Individuals	Demographic	Count and % of Impacted Individuals
Age	Children (0-17): 18 (9.9%) Young Adults (18-24): 11 (6.1%) Adults (25+): 107 (59.1%) Older Adults (55+): 39 (21.5%)	Physical Illness or Disability	23 Individuals (12.7%)

	Unknown: 6 (3.3%)		
Race/Ethnicity	African American: 20 (11%) Asian: 5 (2.7%) American Indian/Alaskan Native: 10 (5.5%) Hawaiian/Pacific Islander: 3 (1.7%) Multiple Races: 0 White: 74 (40.9%) Unknown: 69 (38.1%)		Veteran Status 5 Veterans (2.7%) 89 Non-Veterans (49.2%) 87 Unknown (48.1%)
Gender	117 Male (64.6%) 60 Female (33.1%) 0 Transgender 0 Non-Binary 4 Unknown (2.2%)		Household Type 28 Households with Children 39 Households without Children
Sheltered	67 Individuals (37%) 35 Female (19.3%) 32 Male (17.6%)		Unsheltered 114 Individuals (62.9%) 25 Female (13.8%) 85 Male (46.9%)

Davis Adult Homelessness Status (Yolo County Homeless Count 2022)

Homelessness Status	Number of Unhoused Individuals Impacted
Long-Term Homeless <i>Homeless at least 1 year</i>	Yes: 76 No: 19 Unknown: 68
Frequently Homeless <i>Homeless at least 4 occasions in last 3 years</i>	Yes: 64 No: 31

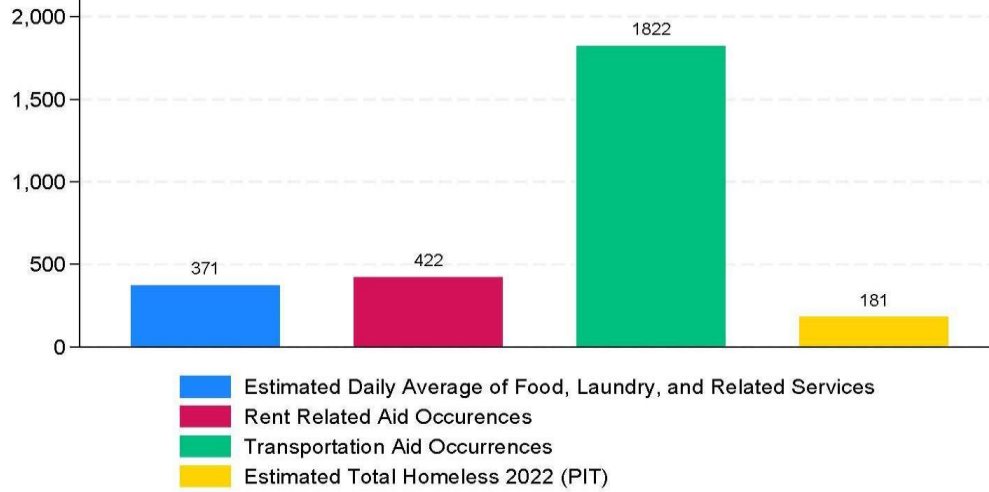
	Unknown: 68
Chronically Homeless per HUD Definition <i>Frequently/Long-Term Homeless + Disability</i>	Yes: 35 No: 73 Unknown: 55

Program & Service Use

Homelessness can be difficult to fully articulate through available community data points. When housing instability produces counts of people who, due to economic pressure, double up and live in overcrowded housing units, they are rarely counted as homeless. Yet, families experiencing instability due to economic circumstance might also be more likely to search for ancillary services related to housing, healthcare, and food. This might especially be the case in circumstances where more than one of these services is provided in the same place. For this reason, to get a better understanding of homelessness in the City of Davis, several data sources were considered and reviewed including, but not limited to the following:

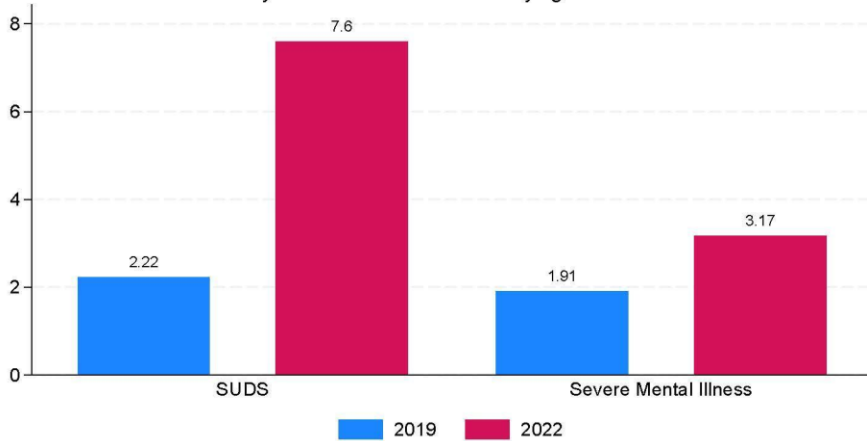
- Local organization and provider service data (e.g., St. Vincent de Paul, Respite Center, Downtown Streets Team, Davis Community Meals and Housing, Short Term Emergency Aid Committee).
- Services and support resources reviewed included Rent Aid, Motel Vouchers, Gas/Fuel Support, Travel Assistance, Personal Hygiene Services (e.g., restrooms, showers, laundry, etc.), Food Access, Storage Lockers and Spaces, Veterinary Services and Pet Lodging, Personal Rest and Sleeping Spaces, Case Management and System Navigation, Employment Readiness and Placement, Communications and Essential Document Assistance (e.g., phone calls, mail, identifications), Eviction Prevention, Legal Support, Utility Payment Supports

Partner Data Suggests PIT is Underrepresenting Community Needs

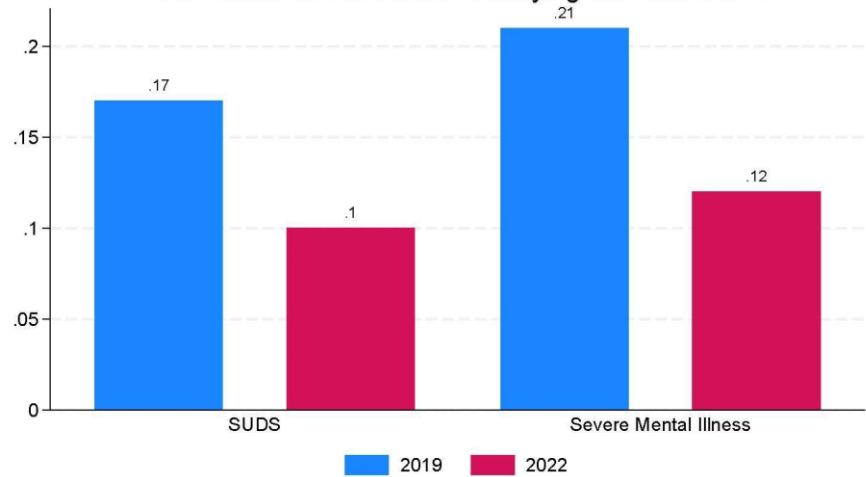


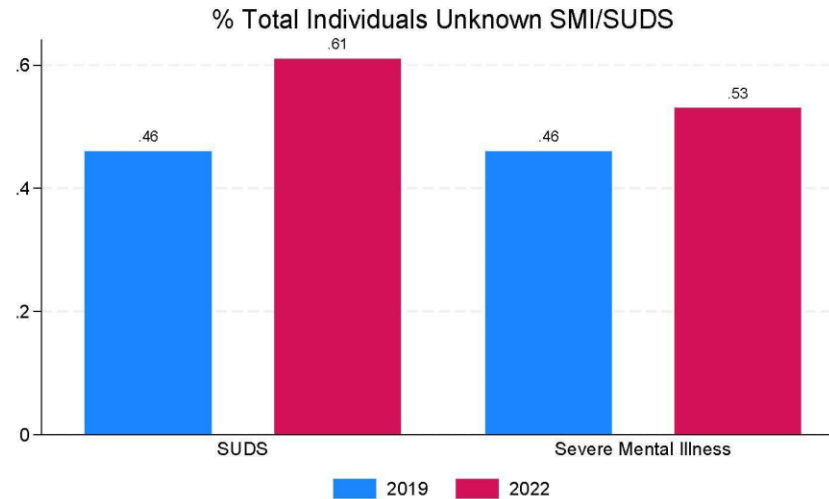
Estimates from author calculations utilizing aggregated direct service provider data from 2020 to 2023.

of Unsheltered Individuals Identifying with SMI/SUDS for every Sheltered Individual identifying with SMI/SUDS



% of Sheltered Individuals Identifying with SMI/SUDS





Mental Health & SUD Service Engagement *(Yolo County Homeless Count 2022)*

Service Type	Total Number of Individuals in Need of Services		Service Type	Total Number of Individuals in Need of Services
Mental Healthcare	SMI (Sheltered + Unsheltered) Yes: 25 No: 51 Unknown: 87 N/A Children: 18 PTSD (Sheltered + Unsheltered) Yes: 36 No: 39 Unknown: 88 N/A Children: 18		Substance Use Disorder	(Sheltered + Unsheltered) Yes: 43 No: 21 Unknown: 99 N/A Children: 18
Co-occurring	(Sheltered + Unsheltered)			

Mental Health & Substance Use Disorders (COD)	Yes: 13 No: 55 Unknown: 95 N/A: Children			
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Service Type Impact Summary (2022-2023)

Programs & service data provided by previously identified City partners and providers.

Service Type	Number of Services Provided, unduplicated		Service Type	Number of Services Provided, unduplicated
Housing Support (e.g., first month rent, application fees, referrals, motel stays, etc.)	152		Personal Wellness & Hygiene Support (e.g., shower, laundry, clothing, etc.)	4,433
Eviction Support	330		Healthcare (physical & BH services)	52
Bill Payment Support (e.g., utilities)	71		Employment & Education Support (e.g, Textbooks, training, referrals, etc.)	62
Transportation Support (e.g., car repairs, gas, coordination & transport, etc.)	2,189		Legal Support (e.g., documentation assistance, referrals, livescan, etc.)	157
Food & Nutrition Support (e.g, Pantries, Delivery, etc.)	1,711		Misc/Other (e.g., Vet Care, Special Programming, Benefit Application, etc.)	1,481

Community & Partner Engagement

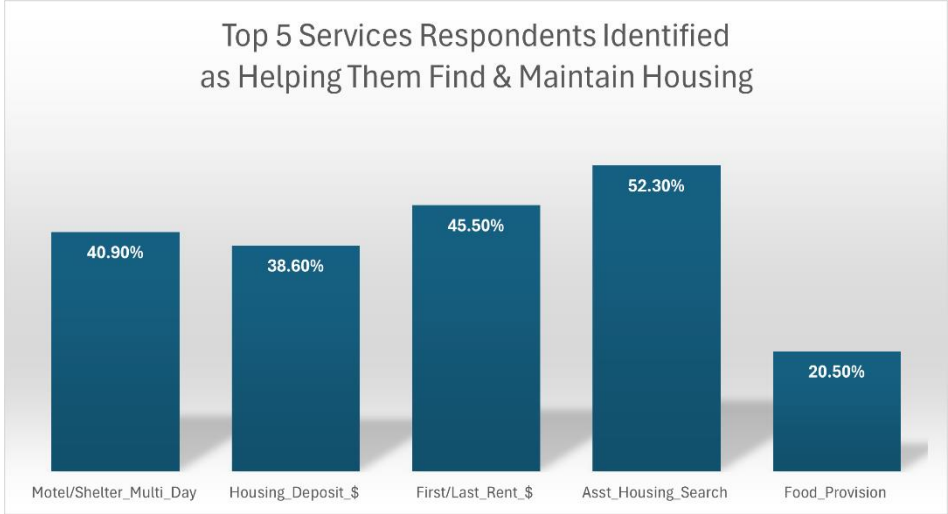
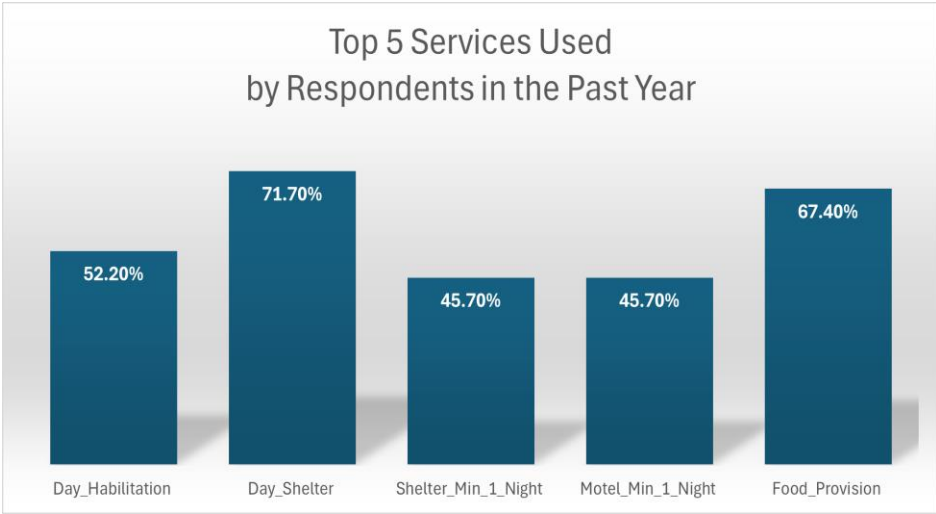
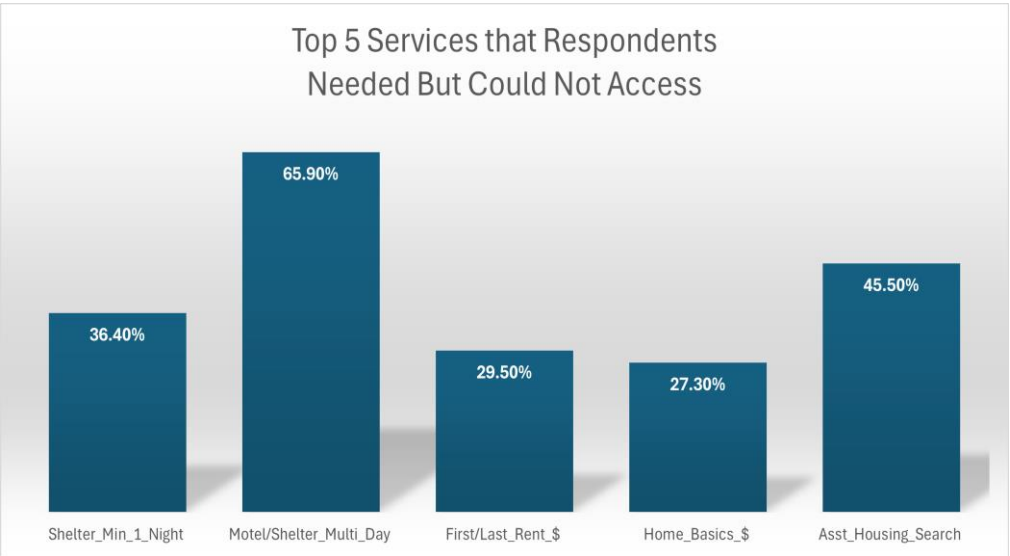
Learning from individuals with Lived Experience (Intercept Surveys)

To more fully understand the needs of the unhoused community, the Downtown Streets Team, Davis Community Meals and Housing, and the City conducted 46 intercept surveys with individuals experiencing homelessness. Surveys were conducted in the field and at points of care. Participants were provided with a \$25 gift card for their contributions. Surveys did not collect demographic information such as age, race, and gender, in order to prioritize meeting participation goals. The intercept surveys were designed to assess an individual's experience utilizing specific types of supportive resources and any barriers they may have faced in accessing care.

“Paul’s place is the best for food, showers, and the people there are awesome. They actually seem to care and want to help in a very good and special way.”
-Intercept Survey Respondent (2024)

Responses collected through intercept surveys were used to better understand and more accurately detail the day-to-day needs and experiences of the unhoused and housing insecure community in the City of Davis. Among survey respondents, **9%** reported having had a place to live for most of the past year, **15%** reported having spent almost equal time with and without access to a place to live during the past year, and **76% reported having been without housing for most of the past year**. Overarching themes from their surveys included:

- Respondents consistently identified multi-day stays at a motel or shelter as one of the resources in highest demand but also as one of the more challenging resources to access.
- Financial support for housing (deposit, first and last month's rent, and home basics), along with multi-day motel/shelter stays and housing search assistance, were identified as the most supportive resources for finding and maintaining housing. However, respondents also reported that these were the services they had the most difficulty accessing.
- The majority of respondents (59%) identified that consistent access to a therapist or peer mentor would increase their use of supportive services. One in five respondents reported engaging with a therapist or peer support specialist for at least one month.



Barriers to Service Engagement

- Respondents identified why they may not have used a service or support listed in the survey. **The majority of respondents noted that they had attempted to use a service, but it was not available at the time they tried to access it.**
- The second most common barrier was that respondents were **not aware of the availability** of some services.
- Respondents also identified, to a lesser degree, that they felt **they were not welcome due to their race or how they express themselves.**

SWOT: Strengths, Weaknesses, Opportunities & Threats

In partnership with the City, RDA staff met with partners and stakeholders including city staff, leaders of community-based organizations, and committee members for a two-hour virtual meeting to learn more about the status quo of supportive resources, collaboration between organizations, long term resource development goals, and challenges to meeting the needs of the city's housing insecure and unhoused community. The following summarizes and highlights primary themes and sharing from the SWOT Analysis meeting.

Strengths

The affordable & multi-family housing units currently available in Davis are high quality
Locations are paired with **onsite social workers onsite** (to support wrap around/basic resource needs)
Units are available throughout the City
Programs are available that support **basic needs resources and wrap around social service access for both lease support and sheltering** (e.g. Downtown Streets Team, PAWs program, Paul's Place)
Services provided in a **low-barrier access model**: Pet care, transport to med apts, belongings storage, counseling, meal provision, safe place to sleep, sobriety support
Meeting individuals where they are at: locationally with mobile resources & in-home support through MediCal, serving individuals regardless of sobriety/behavioral health status
Programs that **pair rental support and basic needs support services** (e.g, food, employment, medical, money management)
Programs are easy to navigate, organized, streamlined experience, simple to access; located in community familiar locations

The City supporting new Department Social Services & Housing **[providing institutional framework, backbone org, and convener]**

Increased City capacity to address concerns of community members

City provided property for respite center operations

Strong partner network including a faith-based network; **beginning to break silos**

Strengthening of City, non-profit, & private partnerships for service provision (e.g. emergency housing/sheltering solutions, local motels supporting emergent sheltering needs, referral use and connections)

Good volunteer base and volunteerism across community

Strong community & partner relationships, **learning and solutions identified during COVID period** (momentum to build from this period)

Effective student support services and rental assistance programs operating (e.g. Aggie House)

Programs for both K-12 students/families and through UC Davis for Students.

Some **policies in place to support** housing needs:

Tenant protections provide parameters on rent increases, renovation accommodations

COVID protections were helpful in eviction protection

Accessory Dwelling Unit (ADU) creation abilities exist to increase housing availability

Staff are knowledgeable about other programs and can make referrals to community members to other relevant programs; guide people to what is available

Weaknesses

Some individuals remain **uncomfortable with available services** (e.g. staff relationship issues, fear of judgment, fear of violence, system distrust)

Accessibility barriers for community members: language & cultural exclusions (e.g. immigrant, migrant, & undocumented community members), wait times, travel requirements, family housing, student friendly solutions

Behavioral health needs (e.g., SMI, SUD, addiction) continue to impact community members and are co-occurring with housing struggles:

Lack of treatment resources (e.g. residential treatment)

Lack of awareness of available supports

Lack of high acuity supportive housing for dual-recovery individuals

Lack of comprehensive support for those who transition into community housing (not treatment based)

“Misbehavior” leading to evictions, program ineligibility, etc.

Too much reliance on volunteers instead of permanent staffing

Shelter and some services are seasonal, despite year-round need; need for year-round temporary shelter solutions

No designated safe parking and/or sanctioned camping

Low hotel room availability

No family specific shelter options

Community bias & stigma; fear of unhoused people; want problem to disappear but don't want to engage in solutions (e.g. NIMBYism)

Lacking community awareness to fully acknowledge housing struggles & needs overall

Continued **presence of siloed work and approaches to solutions**

Lack of comprehensive community data to support informed decisions making and full need identification

City and County operational and structural disconnects

Not yet proactively leveraging CalAIM at county-level

Gaps in partner coordination for housing/rental support and connections to other financial needs, like medical services, food, transportation, etc.

No established vulnerability index for Yolo County or City of Davis

Long wait lists for affordable units (not enough housing overall, section 8 timelines ineffective for securing housing in eligibility period, confusion of what list processes, etc.)

Lack of policy supports and land availability in general:

Decreased % of affordable housing required for developers

Lack of solutions for increasing funds in the Housing Trust Fund (fund helps with down payment assistance and keeping families housed)

Limited land availability; strict land limitations new housing unit development and/or ADUs

Tax credits for housing built in the mid to late 90's rolling off; potential to cause more decreased availability of affordable housing

Lack of incentive/policy pathways for developing more affordable housing

Funding and cost of living realities:

Pandemic period funding programs phasing out; loss of 2 million per year RDA funds for affordable housing

Overall high and increasing cost of living leading to high rents, lack of affordable housing, **increasing disconnect for individuals to both live and work in the City**

Opportunities

Deepening City, non-profit & private partnerships (e.g. Habitat for Humanity to reduce housing development costs)
Establishing more partnership avenues with UC Davis to address student needs and student/family homelessness
Partner acknowledgement and appetite for more collaboration, desires to dig into current processes, and develop a more formalized structure for building sustainable solutions together
Building up **community awareness and buy-in** for sustainable solutions
Looking at policy and new infrastructure needs:
Increasing funding to Housing Trust Funds; supporting individuals to maintain current housing
Support development and developers to build more housing overall and ensure affordable units are meaningfully included
Continue to support and strengthen the Department of Social Services & Housing within the City
Investing in learning and then implementation of effective housing solutions based on best practice research and successful community outcomes (e.g. Paul's Place and other models across country)
Identifying and helping further develop technical skills that individuals experiencing homelessness have and **supporting pathways to employment**

Threats

Lack of community awareness to the extent of the housing crisis and lack of available resources (continued impacts of NIMBY)
Ongoing and competing concerns with community safety and challenges balancing the public safety support and response to housing needs
Policy, land use and funding limitations:
Lacking of financial resources state to local overall

Limited programming and support for individuals currently housed and struggling with rent/mortgage demands (especially with pandemic funding and protection roll offs)
City lacking physical land space for further development
Properties beginning to “age out” of tax credit periods and restricted use requirements (e.g. potential for further decrease in affordable unit availability)
Realities of increasing community need and possible lack of knowledge of the true extent of community member and family needs
Ongoing concerns and realities with **climate impacts to health and wellness**
Lack of summer sheltering solution (e.g. **no permanent or year-round options**)
Tendencies to focus on tertiary prevention vs primary or secondary prevention initiatives
Ongoing challenges to address root causes of behavioral health needs of community members that further impact housing sustainability (for individuals, students, and families)

Initial Literature Review

RDA Consulting conducted a preliminary literature review to better focus landscape analysis data collection, review, and presentation. Following visioning and initial goal setting activities, RDA will conduct additional best practice research and prepare findings to share with the City and partners to support strategy and activity development for the Homeless Strategic Plan.

- Major Determinants of Home/Housing Insecurity:
 - California’s homeless crisis is associated with high housing costs, inadequate shelter spaces, deinstitutionalization, and changes in the criminal justice system.
 - To improve housing affordability, explore opportunities to streamline and accelerate housing production and reexamine actions and decision points that have hindered new housing development.
 - To reduce the unsheltered homeless population, more shelter capacity and increased investment in cost-effective housing are needed.
 - A large share of the chronically homeless suffer from drug addiction and mental health problems. More treatment facilities and lower barriers for treatment are needed.

Housing insecurity and homelessness are dynamic problems that are heavily influenced by a wide variety of individual risk factors, housing and development policies, changes in the criminal justice system, and unforeseen national crises such as economic recession and the Covid-19 pandemic. The following provides a broad overview of the factors that contribute to homelessness.

Factors that Contribute to Homelessness

Factor	Impact and/or Contributions to Homelessness
High Cost of Living	<p>In more than two thirds of California zip codes, families are rent burdened, spending more than 30% of their income on rent.</p> <p>California is a strong driver of job creation and attracts workers from other states, but the housing supply has fallen below the national average since 1991 (Streeter, 2022)</p>
Lack of Affordable Housing	<p>High population density exacerbates the housing shortage. Major cities have not developed enough housing units to keep pace with demand, or ensured that low income, vulnerable populations are not being driven to homelessness (Torres, 2022).</p> <p>Low income, affordable, and supportive housing development are hindered by the following practices (Steeter, 2022; Davalos 2023).</p> <ul style="list-style-type: none"> Single family zoning and slow rezoning processes Local opposition to development (NIMBY) Lengthy building approval processes Permit applications, site plan review, design review, and environmental impact reviews
Shifting Funding Priorities for Housing	<p>California shifted its funding priorities for housing solutions; localities were directed to focus their efforts on emergency shelters, crisis clinics, and sobering centers (Davalos, 2023).</p> <p>Overall, the state increased its stock of permanent supportive housing and emergency shelters over the last 15 years. However, this pulled resources and focus from building transitional housing and did not keep pace with the rising number of unhoused community members.</p> <p>Despite the rise in shelter beds, approximately 70% of the unhoused community in California is living outdoors and unsheltered, compared to 5% in New York (Steeter, 2022).</p>

Household Reporting Requirements for Social Safety Net Programs	<p>“Doubling up” refers to unhoused individuals and families temporarily staying with friends or family. Due to household reporting requirements, those who “double up” typically struggle to qualify for entitlement programs such as SNAP, EBT, or cash assistance. This leads unhoused individuals to either not apply, lie on their application, or choose benefits over their temporary accommodation. (Villarosa, 2024)</p>
Deinstitutionalization	<p>In the 1960s, the Community Mental Health Act provided federal funding for community based mental health care. States were not permitted to use Medicaid funds for “non-elderly adults”. As a result, psychiatric care facilities shut down across the country. The rise in community-based care was not sufficient to replace the beds that were lost. Consequently, many individuals with acute mental health challenges have become unhoused or been incarcerated (Steeter, 2022).</p>
Proposition 47	<p>Proposition 47 ensured that low-level offenders would serve sentences in county jails or receive community supervision instead of serving a sentence in a state prison. Proposition 47 also reduced the number of individuals going through drug courts, which would mandate services for substance use disorders. Unhoused individuals face particularly high barriers to accessing substance use treatment when access is not facilitated through the court. Long wait lists, no access to transportation or a phone, and few providers who accept Medi-Cal are some of the main barriers (Steeter, 2022).</p>
Mental Health & Substance Use Challenges	<p>Substance use challenges and the low availability of mental healthcare have impacted communities of all sizes, racial demographics, political affiliation, and socio-economic status. Yet not every community faces a homelessness crisis. Risk factors such as substance use and mental illness are not the primary drivers of homelessness. But, when these factors bump up against low housing stock and high cost of living, these communities are pushed into homelessness or housing insecurity (Torres, 2022).</p>
Discrimination	<p>An individual's race, ethnicity, sexual orientation, gender identity and disability status are not themselves drivers of homelessness. But discrimination based on these factors for employment, housing, and adequate medical care contribute to a community member's risk of homelessness (Torres, 2022).</p>

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https://bipartisanpolicy.org/report/housing-supply-andhomelessness/?gad_source=1&gclid=CjwKCAiArfauBhApEiwAeoB7qC5_3vXQOIGShV1weSsd2iTkzMt4fu3qjB_R9oITpR9XzHOJ3XCnLBoCO18QAvD_BwE#

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Appendix 2. Best Practice Research & Resources

City Level Housing Solutions and/or Policies to Address Homelessness *For Consideration in Strategy Development*

General Barriers & Facilitators of Returns to Housing to strategize around:

- Scarcity and the high cost of housing.
- Lack of rental subsidies.
- Lack of information about accessing housing services
- Concerns about bringing partners, children, and pets into housing.
- High costs of food, transportation, and other cost of living expenses can make even very-low-income housing unaffordable.
- Transitioning to stable housing can be an emotionally overwhelming experience, making it challenging to adjust and maintain one's mental health.
- Housing may move community members away from support, public transportation, and employment (e.g. ensuring placement of temporary and permanent housing solutions consider cultural and geographical needs of individuals)

Due to previous negative or traumatic experiences, people may be unwilling to live with those they did not choose or move to an area known to be unsafe.

Equity Focused Housing:

- Educate the community and those in danger of losing their housing on their rights as tenants.
- Identify areas that have been historically underserved and are experiencing disproportionate housing needs when identifying areas to increase affordable housing.

Policy Recommendations:

- Increase affordable housing options for extremely low-income households.
 - Expand housing choice vouchers by exploring local, state, and federal subsidy programs. Support individuals using vouchers with finding housing before they expire.
 - Incentivize affordable housing development through existing benefits, such as the Low-Income Housing Tax Credit (LIHTC) program.
 - Utilize [vendors approved by the state](#) to rapidly increase permanent shelter capacity
- Increase Homelessness Prevention

- Pilot one-time and monthly cash assistance to help avoid eviction.
- Incentivize landlord/tenant mediation to delay or avoid eviction.
- Screen for housing instability where low-income households receive services (food banks, free clinics, or locations where individuals disclose dangerous living conditions)
- Increase access to services to match client's physical and behavioral health needs.
 - Expand access to substance use treatment, particularly for those who are unsheltered.
 - Increase harm reduction education and resource distribution (narcans, needles, testing kits etc)
 - Invest in stimulant treatment options, such as contingency management.
 - Link patients in hospital emergency departments to substance use programs and harm reduction services.
- Facilitate swift exits from homelessness.
 - Increase housing navigation through targeted outreach at points of care for unhoused communities.
 - Lower barriers for obtaining vital documentation (covering fees for identification, birth certificates, etc)
 - Provide comprehensive support for identifying/applying to affordable housing.
- Provide Physical and Mental Health Services
 - Increase street outreach for medical needs and increase reproductive services for unhoused pregnant individuals.
- Match Housing Services to Client Needs

Increase availability of permanent supportive housing for those with complex behavioral health needs and older adults. Integrate service provision with other programs residents may qualify for through the Home and Community Based Alternatives Waiver.

Inclusive Urgent/Emergency Housing Solutions to Address Homelessness

- Support permanent sheltering solutions that provide:
 - Integrated (onsite) or close proximity MAT programming.
 - Integrate (onsite) or close proximity to medical and behavioral health services.
 - Staff peer support specialists
 - Support case management model to ensure ready connection to services, care coordination, transportation, etc.
- Implement the [Housing First model](#), recognized by HUD as best practice. Individuals in Housing First programs are more likely to continue their MAT as prescribed than those who were served by other models that require SUD as a condition of housing.

(Additional context and information: [The US Department of Health and Human Services](#) study to determine housing models that promote recovery for individuals and families living with opioid use disorder (OUD)).

Data Sharing Solutions to Address Homelessness

- Building community infrastructure to effectively share data.

(Please see this [step-by-step guide for sharing data](#) to support determinations for the best-fit and the right-sized information management technology for Davis.)

Addressing NIMBYISM & Building Effective Partnerships

It is essential that efforts to expand shelter and housing resources anticipate NIMBY pushback, develop a clear understanding of the motivations behind those concerns, and prepare response strategies for the most likely arguments. Effective strategies for combating NIMBYism include the following:

- Form a nuanced understanding of specific NIMBY concerns in the community. [Utilize NIMBY risk assessments and case studies](#) to inform your communication strategy.
- [Focus on Using Stories, Not Just Facts](#)
 - Balance community members' perspectives on people seeking support and the systems they interact with. Changing minds is not about proving that someone is wrong, it is about providing an alternative understanding of a situation and inviting them into cooperation.
- Provide Context
 - Explain the role of systems in determining outcomes for unhoused individuals.
 - Draw connections between housing and other policy issues that impact all community members.
- Be Mindful of Buzzwords
 - Unfortunately, terms like “affordable housing”, “supportive housing”, and even “housing” have strong negative associations with many NIMBY concerns. Wherever possible, utilize terms like “home” and other alternative phrases to humanize the issue of housing.

Community & Individuals with Lived Experience Inclusion

- Support informed community advisory boards and lived expertise advisory boards (ensure interaction between community members and City/Org Professionals)
- Center Participatory Action Research to dig deeper into identified community challenges and issues. Co-identifying and developing solutions and quality improvements.

(A resource for supporting additional context for these strategies from the UCSF Benioff Homelessness & Housing Initiative. [ToolKit](#))

Additional Context for Awareness in Planning and future implementation:


In February 2024, the Californian Department of Housing and Community Development approved changes to the 2021-2029 [Davis Housing Element](#). As determined by the Sacramento Area Council of Governments (SACOG) and the State of California, the Regional Housing Needs Allocation (RHNA) includes 580 very low-income units, 350 low-income units, 340 moderate-income units, and 805 above moderate-income units.

The current proposed project identified in the Housing Element does not include any actual physical development of housing. The City of Davis has revised its site inventory to identify additional sites to meet the revised shortfall of 496 lower-income housing units.

Navigating advocacy in zoning matters is a complex and lengthy process. Consult [The Planning Commissioner Handbook](#) for strategies to promote different types of housing and shelter development.

Additional opportunity for knowledge and partnership building. Attend [Planning Commission meetings](#) on the second and fourth Wednesdays of each month at 7:00 p.m. in the Community Chambers at City Hall, located at 23 Russell Boulevard.

Appendix 3. Action Plan Implementation Template

	Priority Area:		
Goal:			
Strategy:			
<u>Action Steps</u>	<u>Implementation Timeline</u>	<u>Coordinating Partners</u>	<u>Updates</u>
Strategy:			
<u>Action Steps</u>	<u>Implementation Timeline</u>	<u>Coordinating Partners</u>	<u>Updates</u>
Strategy:			
<u>Action Steps</u>	<u>Implementation Timeline</u>	<u>Coordinating Partners</u>	<u>Updates</u>
Strategy:			
<u>Action Steps</u>	<u>Implementation Timeline</u>	<u>Coordinating Partners</u>	<u>Updates</u>

Endnotes

- ¹ Torres, F. (2023, February 7). Housing Supply and the Drivers of Homelessness. bipartisanpolicy.org.
- ² U.S. Dept. of Housing and Urban Development. (2023). The 2023 Annual Homelessness Assessment Report (AHAR) to Congress: Part 1:Point-in-Time Estimates of Homelessness.
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