



Encampment and Unsheltered Technical Assistance

Homelessness Commission Presentation

Technical Assistance Overview

Unsheltered TA

The US Department of Housing and Urban Development (HUD) awarded specific communities grants and vouchers to address homelessness among people in unsheltered settings. Oakland, Berkeley/Alameda County CoC was awarded over 15 million dollars (\$5 million per year) consisting of five projects: two housing and three supportive services projects.

HUD's Special NOFO Policy Priorities:

- Support implementation of the CoC's Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs.
- Define spending, rehousing, and performance targets and timelines.
- Improve comprehensive data collection on people experiencing unsheltered homelessness.
- Support strategies to reduce the length of time people experience homelessness.

Technical Assistance Overview

Unsheltered TA

SNOFO Projects: two housing and three supportive services projects

- Rapid Rehousing project: City of Oakland
- Outreach project for Seniors: St. Mary's
- Outreach project for Seniors: Homeless Action Center
- Permanent Supportive Housing project: Alameda County Housing and Homelessness Services
- Mobile Access Units projects: Alameda County Housing and Homelessness Services

In Development:

- The CoC unsheltered workgroup (workgroup of CoC Outreach, Access, and Coordination Committee) have been meeting consistently to develop a working encampment definition for the Oakland/Berkeley/Alameda County CoC. This working definition will be used to track progress for the SNOFO projects.
- The CoC will soon launch the outreach workgroup which will work on an outreach framework that provides a model for how outreach can be conducted county-wide.

Technical Assistance Overview

Encampment TA

- Develop a people-centered encampment response that helps to meet people's basic needs while living in encampments (e.g. hygiene and sanitation services) while also moving households from encampments to housing in a streamlined, prompt and just manner.
- Center racial equity and justice, and the voices of people with lived experience and expertise in the development and implementation of the encampment response.
- Create and sustain a standardized response to encampments that is grounded in trauma informed and healing centered approaches.
- Strengthen collaboration between the City of Oakland, Alameda County and the CoC to ensure access to existing housing solutions and supportive services while also identifying additional solutions that will help to rapidly resolve homelessness for people living in encampments in the City of Oakland.
- Establish encampment response metrics that will help the City to evaluate their progress on advancing racial equity and ending homelessness for encampment residents.

TA Framework: Targeted Universalism

Why Targeted Universalism

- **Grounds process in racial equity and justice:** equity-oriented framework and racial equity impact analysis is embedded in the targeted universalism framework.
- **Supports alignment with County and CoC:** Alameda County Office of Homeless Care and Coordination recently received targeted universalism training and framework is also being explored by the CoC Racial Equity Committee as foundational training for CoC membership.
- **Tested Process:** established framework from the [Othering and Belonging Institute](#), has been included in SNAPS guidance documents as equity-centered practice, and it is being tested by other communities to address unsheltered homelessness (e.g. Oregon statewide).

Targeted Universalism Steps

Establish a universal goal.

Assess general
population
performance relative to
the goal.

Identify groups and
places performing
differently relative to
the goal.

Assess and understand
conditions that support
or prevent each group
from achieving the goal.

Develop and implement
targeted strategies that
support each group to
meet the universal goal.

Step One: Establish a Universal Goal

In the December 20, 2023, team meeting the group decided to move forward with a universal goal that includes funding additional interim housing, permanent housing, and prevention interventions over a three-year period. The modeling for the goal is ongoing and will be informed by targeted strategies.

Step Two: Assess General Population Performance

- The general performance measure is not the baseline for your targeted universalism framework.
- Rather, the general performance measure provides context for understanding the extent of the problem. The general performance measure simply allows us to understand the depth of the scope of the problem to be addressed and forms the foundation for the development of targeted strategies.

Step Three: Identify Groups Performing Different Relative to the Goal

- Purpose is to identify multiple subgroups to determine how they measure relative to the universal goal. There may be obvious groups based on your universe and problem, but don't only look for the obvious breakouts.
- A more detailed demographic and geographic analysis is necessary because the general population measure can mask uneven impacts across the population. Understanding how those effects are distributed across the population is a prerequisite to crafting implementation strategies.
- Key to note: these differences say more about the structure and how opportunity is distributed than the group itself.

Step Four: Assess and Understand Conditions

- This step is perhaps the most critical step within a targeted universal framework.
- The primary focus is to **identify the root causes of the disparities present in the data.**
- The assessment of how conditions are contributing to the disparities is the basis for the development of targeted strategies.
 - Conditions are the components, processes, policies, rules, and activities of a system.
- Key to note: successful when work shifts focus from falsehood of failures of groups and individuals to barriers created by systems that impact groups differently.

Step Five: Develop Targeted Strategies

- Strategies are designed for each group from step three based on the identified structural barriers (conditions). Multiple targeted strategies can be implemented at the same time.
- **Key to note is the Curb Cut Effect:** While the strategy is developed with a specific group in mind, it can ultimately improve performance for everyone. By designing interventions to improve the outcomes for those most marginalized, the system serves everyone better.

Targeted Universalism Steps

Establish a universal goal.

Assess general population performance relative to the goal.

Identify groups and places performing differently relative to the goal.

Assess and understand conditions that support or prevent each group from achieving the goal.

Develop and implement targeted strategies that support each group to meet the universal goal.

Step Four: Assess and Understand Conditions

Community Listening Sessions:

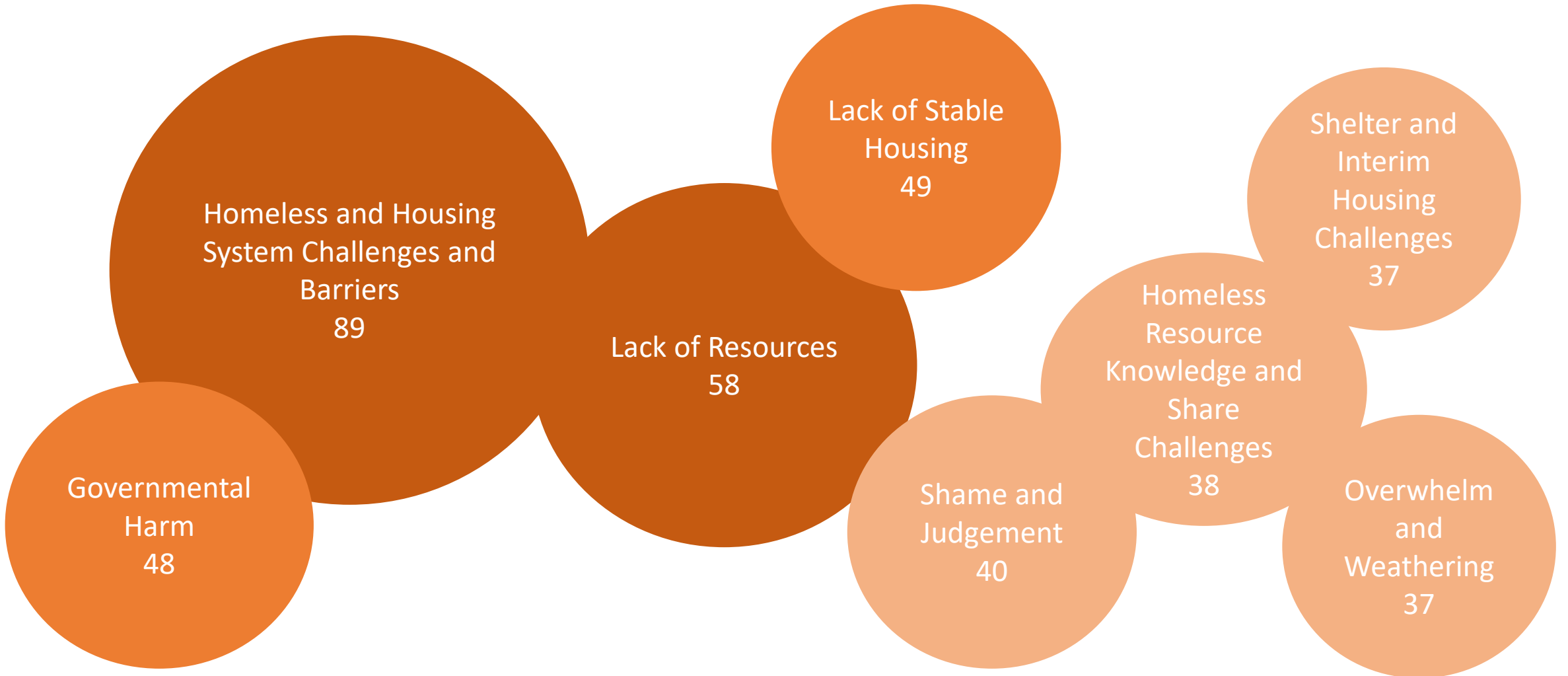
- Sessions targeted people who were previously unsheltered and are now permanently housed.
- Took place Monday, April 29 – Friday, May 3.
- Preliminary analysis is complete. Still need to conduct analysis meeting with participants to finalize.

Still In Development:

- Encampment Mapping – with CAO and two encampment sites.
- Community stakeholder listening sessions (e.g. Homeless Advocacy Workgroup).
- Frontline staff listening sessions (e.g. outreach, PSH frontline staff, Homekey, and other housing provider frontline staff).
- Community Meeting to share Step Four findings.



Community Listening Sessions: Preliminary Findings



Step Five: Develop Targeted Strategies

Intended Deliverable: a people-centered and equity-driven strategy document that outlines policy and operational changes that can support encampment resolution, and broader systems recommendations that can help the City of Oakland work in partnership with city and County partners to prevent and end unsheltered homelessness. Planned key components of the strategy document include*:

Prevention

Outreach

Encampment Resolution

Coordinated Entry

Permanent Housing

Support Services and Stabilization

System Staffing and Coordination

Narrative Change

Community Partnership