

# **Oakland Encampment TA**

October 2023 Proposal

# Technical Assistance Goals

- 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.

# Grounding Framework: Targeted Universalism

“Targeted universalism means setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted universalism is goal oriented, and the processes are directed in service of the explicit, universal goal.”

Source: Targeted Universalism Policy and Practice by John A. Powell, Stephen Menendian, Wendy Ake

# Grounding Framework: Targeted Universalism

## Key Points to Remember:

- Universal approaches can deepen inequities.
- Targeted approaches ensure that groups that have been systemically excluded from opportunity receive appropriate resources to account for inequities.
- Targeted Universalism sets universal goals achieved by deploying targeted approaches that address the varying needs and circumstances of each group.
- Targeted Universalism centers listening to and understanding the experiences of people who are most marginalized and who are experiencing the greatest harm.

# 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

- The goal should exceed all current performance.
- The goal isn't to get other groups to perform as compared to whites, but rather to improve everyone's performance to the desired level. This involves getting all groups within the universe to the goal, not just the most powerful or the most marginalized.
- Goal should be measurable.

## How We Get There:

- Department of Race and Equity Draft Encampment Outcomes.
- Goals of regional plans: Home Together 2026, Centering Racial Equity in Homeless System Design, All Home Regional Plan.
- Literature Review: Structural Racism and its Impact on Homelessness.
- Staff Insights and Experiences.
- Takeaways from previous engagement with frontline staff and people with lived experience and expertise.

# Step Two: Assess General Population Performance

It is important to note, however, that **the general performance measure does not become the baseline for a targeted universalism framework—we should never aspire to merely close gaps to move everyone toward the universal goal.**

Rather, the general performance measure **provides a context for understanding the extent of the problem.** The general performance measure simply allows us to **understand the depth of scope of the problem** to be addressed and **forms the foundation** for the development of **targeted strategies.**"

## How We Get There:

- Encampment Response Mapping.
- Review existing unsheltered data: PIT unsheltered data and other existing relevant data sources (e.g. previous analyses in city, county and regional reports).



## Step Three: Identify Groups Performing Different Relative to Goal

- 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.

### How We Get There:

- Disaggregate data from general review in Step Two.
- Use disaggregated data (unsheltered and CoC) and existing qualitative input to identify groups that have a disproportionately high risk of experiencing unsheltered homelessness.

## Step Four: Assess and Understand Conditions

- “Conditions” are the components, processes, policies, rules, and activities of a system.
- 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. This step is perhaps the most critical step within a targeted universal framework.
- 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.

### How We Get There:

- Community Conversations with frontline staff and people with lived experience (e.g. stably housed but previously unsheltered; include all populations but target groups identified as having a disproportionate high risk in Step Three) to deepen understanding of the conditions.
- Leverage literature Review from Step One.
- Revisit system modeling work in Centering Racial Equity in Homeless System Design Report to get additional feedback on strategies identified in report.

## 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.

### How We Get There:

- Leveraging previous system modeling and community examples, develop people-centered encampment resolution process with targeted strategies to move people from encampments to housing.
- Develop performance metrics and dashboard recommendations.
- Develop implementation plan recommendation or propose next steps to move from planning phase to action.
- ***Note: would be ideal to complete this step in collaboration with unsheltered NOFO technical assistance.***

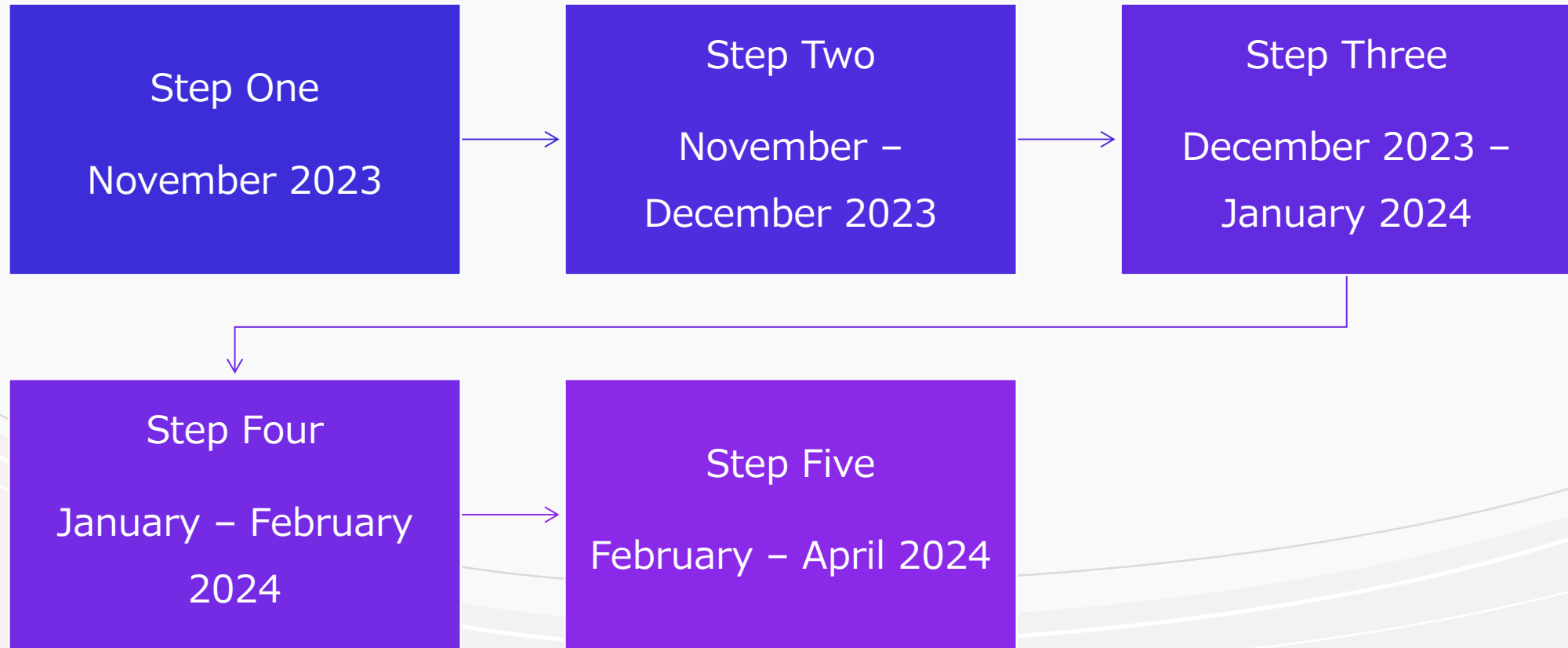
## **Strengthening Collaboration with the City of Oakland, CoC and Alameda County**

- Share plans and updates with CoC, particularly committees aligned with this work (e.g. Outreach, Access, and Coordination Committee, System Impact Committee and Racial Equity Committee). Explore ways to partner—for this phase of the work and/or implementation.
- Align work with existing CoC and County plans (e.g. Home Together and Centering Racial Equity in Homeless System Design).
- Coordinate with unsheltered NOFO TA core team. Propose sharing updates and participating in NOFO TA core teamwork as much as possible.

## City of Oakland Role in Encampment Technical Assistance

- Work with technical assistance team to finalize and uphold the goals and key components of the work.
- Provide resources and data to complete the targeted universalism steps.
- Help to shape the development of targeted strategies and provide comments and suggestions on all recommendations.
- Share routine updates with key leadership to ensure buy in.
- Participate in coordination and execution of key components as needed (e.g. encampment response mapping, community conversations coordination support).

# Proposed Technical Assistance Timeline



## Proposed Next Steps

- Approve TA proposal and establish start date and timeline for technical assistance.
  - Launch targeted universalism work with establishment of universal goal.
  - Encampment response mapping.
  - Meet with City Attorneys to gain deeper understanding of current policy and settlement agreement limitations.
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