CREATING A LIVED EXPERIENCE ADVISORY BOARD

FOR THE CITY OF LONG BEACH HOMELESS SERVICES BUREAU

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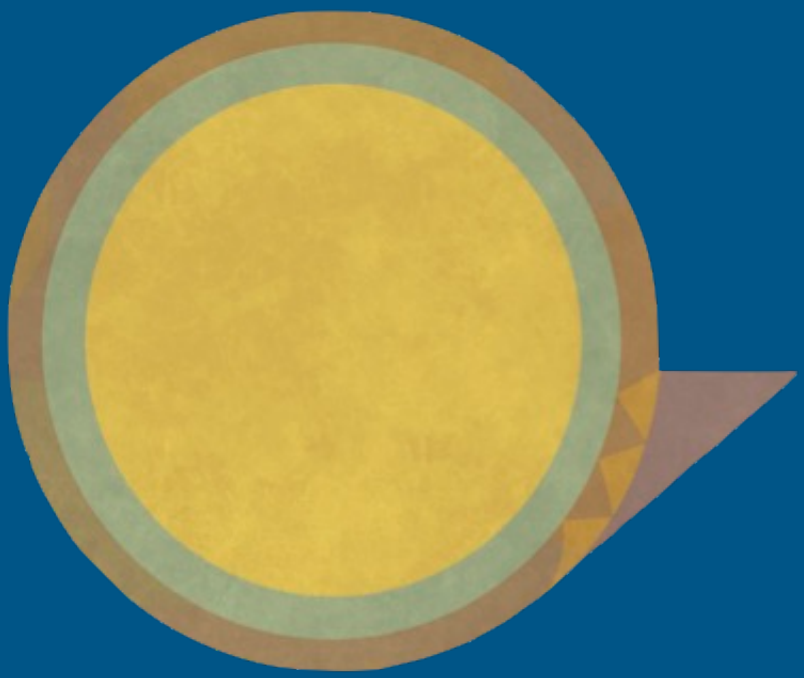


EXECUTIVE SUMMARY

The Long Beach Continuum of Care (CoC) coordinates the system of services for individuals experiencing houselessness in the City of Long Beach but governs with limited input from program participants. The omission of these voices indicates an opportunity to incorporate valuable consumer perspectives within the City's plan to combat houselessness. Incorporating the lived expertise of those currently or previously unhoused can advance the City's strategies and efforts and provide a platform for those with lived experience to advocate for service improvement.

To address this gap, the City of Long Beach CoC tasked the Homeless Services Bureau (HSB) to create and implement the City's first Lived Experience Advisory Board (LEAB), which will be a leadership body composed of members with previous or current lived experience of houselessness, whose expertise will guide the funding, policy, and strategic planning decisions around houseless services within the City of Long Beach. This report attempts to answer the following question: How can the Homeless Services Bureau best create a Lived Experience Advisory Board to advance equitable representation in policymaking in the City of Long Beach?

Our team utilized mixed methodologies including Strengths, Weaknesses, Opportunities, Threats (SWOT) analyses, literature review, the comparison of three existing lived experience boards, interviews and focus groups conducted from December 2021 to March 2022, to compile best practices to inform policy recommendations for the HSB's creation of the LEAB. Recommendations regarding board governance, rules and regulations, board membership and recruitment, compensation for board members, board terms, and professional and personal development opportunities for board members were structured based on the following criteria: trauma-informed focus, administrative feasibility, ability to bring forth representation and equity to overall houseless services in the City of Long Beach, political feasibility, and efficacy.

Based on our findings, we recommend six primary policies to incorporate into the creation of the Long Beach LEAB:

Provide a Baseline Structure of Governance. In the initial formation of the LEAB, a stable but amendable baseline structure outlining methods for collaborative decision-making will provide members a foundation to build upon as they create their own autonomous structure. The baseline structure is intended to guide members in creating a system of governance best suited for them.

Establish Both Flexible and Stringent Rules & Regulations. Instituting flexible procedural rules such as attendance, participation, and self-identification as well as fixed rules of interpersonal conduct such as safety, opportunity, inclusion, and voice — specifically in the forms of code of conduct and harassment policies — ensures that the board is trauma-informed and accommodating to individual capacity and needs.

Recruit Diverse and Representative Membership. It is integral that the recruitment process works to select a diverse group of candidates from different backgrounds, which include but are not limited to Black women, those with disabilities, Transitional Age Youth (TAY) ages 18-24, older adults, members of the LGBTQ+ community, and parents with children. Recruitment for the founding LEAB should consist of both open call applications and nominations made by service providers to receive a large and inclusive pool of applicants. Recruitment based on service provider recommendations also suggest that the candidate has experience in receiving services and has been deemed capable of executing Board member responsibilities.

Compensate Board Members. Offer monthly stipends to maintain consistency and prevent financial penalization for non-attendance. We recommend payment offered in the form of Visa gift cards to ensure that those currently receiving welfare benefits are not disqualified from the services they are receiving.

Set 1-Year Term Commitments. Establish one-year term commitments

and allow members to complete multiple or unlimited terms. Term commitments foster stability and trust within the Board and the ability to effectively execute board procedures. The term commitments as well as the allowance of multiple terms also encourages strong development of rapport both internally within the Board and externally with stakeholders.

Present Opportunities for Professional and Personal Development. Offer ongoing training ranging from public speaking and leadership to effective governance and advocacy. Board members should also be provided with Psychological First Aid (PFA) and trauma-informed care training to support members on an individual level, ensure positive internal relations, and foster well-being among interactions with unhoused community members as representatives.

Additionally, we provide an implementation framework for the initial six months of the Board's establishment that sets up the Board's positionality within the Long Beach CoC, the full-time employment of a Board Liaison, guidance on establishing scope and structure, and ways to support board members. Guided by a trauma-informed framework, these policy recommendations can assist the City of Long Beach Homeless Services Bureau to create a LEAB that is effective, impactful, and representative of those impacted by city policies.

1.

INTRODUCTION

I. INTRODUCTION

BACKGROUND ON HOUSELESS SERVICES

In 1987, Congress passed the McKinney-Vento Homeless Assistance Act to combat the unprecedented rise of houselessness in the United States.1 The act was the first significant federal response and dedicated funding for programs that provided a spectrum of services to unhoused individuals. In 1994, the Department of Housing and Urban Development (HUD) introduced the Continuum of Care Program (CoC) to coordinate services for houselessness programs at a regional level.2 The CoCs, consisting of state and local governments, non-profit service providers, and other stakeholders, became the leading bodies responsible for planning and coordinating funding for housing and houseless services.

Today, the CoC program is charged with:

- Promoting community collaboration to end houselessness
- Providing funding for rehousing efforts made by State and local governments as well as non-profit service providers
- Promoting access and "effective utilization" of houseless service programs
- Optimizing self-sufficiency among those experiencing houselessness.[3] [4]

Essentially, CoCs determine where and how HUD funds are distributed within their jurisdiction.

CLIENT BACKGROUND: THE CITY OF LONG BEACH

The City of Long Beach is the seventh most populous city in California, 20 miles south of downtown Los Angeles. While Long Beach exists within Los Angeles County, its large and diverse population justifies its own autonomous public health department and Continuum of Care. According to its charter, the Long Beach CoC is comprised of five entities: 1) the Long Beach CoC General Membership (non-profit service providers and local stakeholders), 2) the Long Beach CoC Board, 3) the City of Long Beach Department of Health and Human Services, Homeless Services Bureau, 4) the City of Long Beach City Council, 5) and the Homeless Services Advisory Committee.[5]

Although these entities make up the Long Beach CoC, it is the CoC Board who primarily holds funding capabilities and makes decisions about funding allocation. Additionally, it is the CoC Board in collaboration with the Homeless Services Bureau that holds the most decision-making power (see *appendix H. Flow Chart of* CoC).

The Long Beach CoC seeks to enable every resident to have access to safe, decent and affordable housing, food, and medical services.[6] The efforts of the Long Beach CoC and the City's complementary services led to an overall decrease of houselessness in the City from 2013 to 2017. However, houselessness remains a prominent issue in the City of Long Beach, especially in the aftermath of the COVID-19 pandemic.[7] In May 2018, Long Beach Mayor Robert Garcia announced the creation of the Everyone Home Long Beach Task Force to investigate the effects of statewide houselessness on the City and to develop an innovative set of recommendations that would create pathways for affordable housing and improve city services.[8]

Reducing houselessness is nuanced and multi-faceted, and the Task Force gave specific recommendations and action items for the City to systematically tackle this issue.[9] Recommendations included strengthening the CoC governance, enhancing communication, further education and advocacy surrounding the issue, as well as developing population-based service models.[10] One underlying attribute of these recommendations and goals is to further incorporate *individuals with lived experiences* into the planning, monitoring, and evaluation phases. These are persons who have been or are currently facing houselessness to any degree for any length of time. Incorporating these individuals into city services will ensure a better reflection of the unhoused community and a greater likelihood that their needs are met. While the Long Beach CoC is dedicated to supporting houseless services and reducing houselessness in the City of Long Beach, there is currently only one individual designated to the CoC Board with lived experience, signifying an opportunity to further involve these individuals in city services.[11]

After careful consideration of Task Force feedback and collaboration from service providers within the Long Beach CoC, the Homeless Services Bureau (HSB) was tasked with creating the City's first Lived Experience Advisory Board (LEAB) in 2021. The Board will be composed of members with past or current experience in houselessness, to serve in an advisory capacity to influence funding, policy, and strategic planning decisions pertaining to the CoC and broader citywide efforts on addressing houselessness. Paul Duncan, Long Beach HSB Manager and project organizer requested an evaluation and analysis of the viability of a LEAB in the City of Long Beach, as well as recommendations on best practices to structure the Board.

POLICY CONTEXT: HOUSELESSNESS IN THE CITY OF LONG BEACH

The creation of the LEAB and the expectation that it will positively impact houseless services could not be more timely. While the CoC and the City employ a variety of services to combat the rising crisis of houselessness, including housing, behavioral and physical health services, and employment programs, the problem persists. Due to rising economic instability, the lack of affordable housing, and the COVID-19 pandemic, Long Beach saw a 24% increase in individuals experiencing houselessness in 2020.[12] [13] Additionally, the Everyone Home Long Beach Task Force found "the need for resources to prevent houselessness and to build low and very low-income housing far exceeds current capacity and resources" with nearly 20,000 households overcrowded, 9,000 of which are at risk of producing unsheltered individuals.[14] Those statistics and predictions were reflective of circumstances before the COVID-19 pandemic; experts anticipate the pandemic will lead to increased evictions and a rise in houselessness.[15] Though numbers are not finalized, it is expected that the 2022 Point-In-Time count will show increased houselessness due to

the exacerbation of pandemic circumstances.

When addressing the issue of houselessness, it is imperative to recognize the complex and multiple identities of the impacted population. The factors that lead people into houselessness are similarly complex.

For example, in 2020, the City of Long Beach Point-In-Time Count of people experiencing houselessness showed that although only 12.6% of the City's population was Black, they disproportionately constituted 37.9% of the unhoused population.[16] The Everyone Home Long Beach Task Force acknowledged that this finding was in line with overall city poverty and unemployment trends, and attributed the disproportionate over-representation of this population to historical housing segregation, which affected both financial success and access to home ownership in the long-run.[17] While limited in its scope and depth, the Task Force also identified that leading causes of houselessness include the loss of job or insufficient wages, behavioral health and health issues, abuse, family breakdown, and incarceration. These barriers and obstacles provide additional difficulties to already disenfranchised and vulnerable populations to gaining and retaining permanent housing.

Considering the history and complexities of the unhoused population and of houseless services in the City of Long Beach – along with the feedback from various stakeholders in the community, including CoC and the Long Beach Homeless Services Bureau – we have prepared this report to answer the following question:

How can the Homeless Services Bureau best create a Lived Experience Advisory Board to advance equitable representation in policymaking in the City of Long Beach?

II.

PROBLEM IDENTIFICATION

II. PROBLEM IDENTIFICATION

POLICY ISSUE: INDIVIDUALS WITH LIVED EXPERIENCES IN HOUSELESSNESS

Incorporating the voices of individuals with lived experiences in an advisory capacity is not a new policy, and is often used in the alleviation of other social problems like substance use and mental health maladies.[18] Specifically, in regard to houselessness, studies have shown that "in addition to improving the quality and effectiveness of homelessness assistance, more meaningful partnerships with people with lived experience of homelessness can help dispel dangerous and counterproductive myths...[and] can demonstrate the expertise and motivation of people with lived experiences and engage communities to implement effective solutions to homelessness".[19] This lends itself to the recommendation from the Everyone Home Long Beach Task Force to reduce the stigma surrounding houselessness in the City's capacity to remedy the issue as well as incorporate leading voices in the community.[20]

Additionally, the same study found that "those with lived experiences of houselessness typically have the best understanding of the reality of the work...[as far as] the knowledge of the services and interventions that are the most effective solutions".[21] They conclude by emphasizing why it is imperative that these individuals are integrated into decision making structures at both system and programmatic levels. Individuals who have experienced houselessness are subject-matter experts in understanding and navigating services, and as such, are in a key position to provide insight into program failures and successes.

Furthermore, empirical research suggests that the efforts of service providers working directly with individuals with lived experience improved the outcomes for service clients, meaning that positive outcomes for the target population were not actualized until integration of individuals with lived experience was achieved.[22] While there are a myriad of ways to create a LEAB to have an impact on City decision making

regarding services and programs, the policy itself is a valuable tool for a CoC to implement in its efforts to end houselessness

KEY CHALLENGES

We have identified five key challenges to creating an equitable and representative LEAB:

- Political power-sharing
- Determining the structure of the Board
- Board member recruitment
- Maintaining trauma-informed practices
- Promoting sustainability and longevity of the Board

POLITICAL POWER-SHARING

The Long Beach CoC is currently composed of five entities, encompassing local government and stakeholders and non-profit service providers. The LEAB can be positioned within the City of Long Beach and within the CoC in various ways, all which would result in different levels of autonomy and power. How the LEAB will be placed against this existing structure, how it will share power, and what reporting lines it will form will be critical to the nature and effectiveness of this Board. To make any changes to this existing structure and create a LEAB, there would need to be a two-thirds supermajority vote by the Long Beach CoC Board to amend the City's CoC Governance Charter and Bylaws.[23]

DETERMINING THE STRUCTURE OF THE BOARD

The structure of the Board is another challenging factor to consider. When approaching the governing structure of the LEAB, there can either be a rigorous design or more flexibility and fluidity. A flexible structure without assigned board positions and strict rules and regulations can foster empowerment, catering to the needs and ideas of individuals with lived experience. However, creating a flexible policy may weaken the Board, creating inefficient processes and internal operations. A formal structure may allow for efficient decision-making processes but may restrict members from participating at their capacity and ability. Additionally, a more structured board could cause barriers that work against the member.

BOARD RECRUITMENT

Regarding recruitment of board members, it is essential that individuals are not only representative of the

unhoused and previously unhoused population of Long Beach but are also individuals who have insight they would like to share on the policies surrounding houselessness. Just as the LEAB is created to represent the unhoused demographic, the members of the LEAB should represent marginalized demographics among the unhoused that represent Long Beach's data. Examples of key representatives include veterans, single parents, those with a disability, Transitional Age Youth (TAY), families with children, older adults, people with pets, individuals impacted by the criminal legal system, and those who identify as Black, Indigenous, and People of Color (BIPOC). Another barrier when considering recruitment is the selection process. This process could introduce biases so the HSB should be wary as they identify applicants to direct the LEAB forward.

TRAUMA-INFORMED PROCESSES

Another important challenge to consider when creating the LEAB will be to ensure that it fully incorporates trauma-informed processes. This is a holistic approach that acknowledges and is responsive to an individual's history of trauma, working to mitigate against ramifications stemming from trauma. The LEAB is full of potential to be an effective mechanism to create a space for those previously or currently unhoused to channel their experience and influence decision-making in local government. To fulfill its goal to equip governmental and nonprofit agencies with the perspective and expertise of unhoused community members, the Board requires a trauma-informed structure.

While members of the LEAB will have experienced trauma in the past (or ongoing), it is imperative that members are seen as more than just their trauma stories, more than a check on a demographic wish list, and as true holders of expertise, rather than simply an extraction of their lived traumatic experiences. This means that the LEAB members must be seen as people in a position of power, people who bring validity and truth and competent know-how to the table, not just their individual biographies of suffering.

Implementing trauma-informed practices can be challenging, as the LEAB's work exists within a rapidly shifting environment with many different demands, timeframes,

trajectories, and politics that may change in any given moment. With that said, it is imperative to base LEAB facilitation strategies off the Principles of Trauma-Informed Care (SAMHSA) which consist of the following: *1) safety, 2) trustworthiness and transparency, 3) peer support and mutual help, 4) collaboration and mutuality, 5) empowerment, voice, and choice, and 6) cultural, historical, and gender issues.*[24]

It is necessary to consider and be aware of each of these principles while building each part of the program. "Trauma-informed" is not only being aware of any trauma the Board members may have experienced, but also means cultivating an environment of safety, trust, collaboration, empowerment, and awareness of lived experience. Each of these pieces are integral to individuals' ability to participate and effectively apply their past experiences and insight into policy recommendations. The notion of incorporating "trauma-informed" care especially includes awareness and understanding of instances of absences, tardiness, and communication issues, and addressing them in a safe, non-policing way, that is in acknowledgement and acceptance of experience. Trauma-informed protocols often go directly against what has become "standard operating procedures" in spaces like boards. This Board will need to deconstruct the term "board" itself, elucidating its values, operations, participation, and collaboration.

PROMOTING SUSTAINABILITY AND LONGEVITY OF THE BOARD

Additionally, promoting sustainability and longevity of the Board brings up its own challenges. A significant portion of the sustainability process is financial: *What are the plans for compensating board members? Is there a budget tied to the Board? Which entity would manage it; where does it come from?* Beyond the financials, the LEAB will be successful with set goals and processes. That means ensuring continuity, participation, and structure, while working to ensure participants feel appreciated, supported, and represented.

OPPORTUNITIES

The creation of a LEAB would expand opportunities for the City to address issues of houselessness in multifaceted ways. This will include making the

objectives and goals set in the 2021-2026 City Strategic Plan actionable. A LEAB will allow those with lived experience and knowledge specific to the City of Long Beach to guide the policy based on their understanding of the systems at hand. Often, policy is made *for* and not *with* those with lived experience. This LEAB will establish an official entity where individuals who have previously been unhoused can voice their opinion on the impact of policies and identify the gaps in service and program delivery. This returns power to those impacted and brings them to the forefront of the conversation. A large part of the success of this board depends on the full commitment of the CoC, the City, and other stakeholders. It is imperative that the aforementioned stakeholders place trust in the Board and listen to the Board's concerns, opinions, and recommendations.

III.

METHODS

III. METHODS

DESCRIPTION OF METHODOLOGY

This project incorporates a variety of mixed methodology, particularly qualitative, to best inform the City of Long Beach Homeless Services Bureau on how to provide structure for a LEAB. Interviews and document analysis captured from not only the City of Long Beach, but also from three comparable LEABs from other counties in California, are the main qualitative analysis tools used. To best understand the needs of the unhoused population and to provide a platform for true advocacy and action, there is an emphasis on interviews with individuals who have lived experience of houselessness.

SWOT

We conducted two Strength, Weaknesses, Opportunities, and Threats (SWOT) analyses as an organizational tool to prepare for strategic planning and decision making. Prior to our team taking on the project, the City of Long Beach's Continuum of Care and Homeless Services Bureau – through internal collaboration and from the recommendations of the Everyone Home Long Beach Task Force – had already identified a LEAB as a progressive policy to incorporate the voices of the unhoused population into City services provision. Because we were not part of these initial conversations, it was imperative to explore the possibilities and perceived limitations of following through with and building out this policy. A SWOT analysis on both a LEAB in general and the use of a LEAB in Long Beach gave us insight into the City's needs and goals (*SWOT analyses can be found in appendix A).*

We found that the City was internally naming the creation and implementation of the Board as a top priority, but there was concern that it would simply be a powerless entity that only provided a shallow level of community engagement. Therefore, addressing that concern became a prominent goal of this project.

Additionally, the issue of power-sharing amongst the many stakeholders within the CoC, including the CoC Board and various councils on houselessness, was seen as an obstacle that the LEAB would have to overcome. Would such a policy provide any additional insight or valuable knowledge into an overcrowded array of City services? We found that it would. There are little

to no seats reserved on any existing board or City panel for members with lived experiences in houselessness, necessitating the creation of this new Board.

In turn, power-sharing capacity was included as an important component of recommendations to provide the HSB. Through conversations with key HSB staff, a basic structure for recommendations was created to guide the policy recommendations our team would provide to the City at the conclusion of the project. In the end, we methodically chose six policy areas to provide recommendations to the HSB, which we will explore in future sections. The SWOT analyses, as they were designed to do, provided us with an inventory of strengths and weaknesses. This allowed us to create a strategic plan to collect data and make space for course corrections throughout the project.

LITERATURE REVIEW AND DOCUMENT ANALYSIS

A literature review provides a layer of credibility for this policy, through an analysis of academic articles and published papers by policy experts and service providers. Additionally, many sources offer empirical evidence on the impact of centering individuals with lived experiences in houselessness in policy making. There are many tools and avenues for reducing and ending houselessness that cities and counties employ, and while no one policy can affect change on its own, utilizing innovative methods and resources to combat the rising epidemic of houselessness is imperative. The literature review provides a background and understanding of tools and resources, as well as the Board's specific needs to successfully impact the houselessness sphere in Long Beach.

In addition to academic papers, we reviewed various public documents including online website descriptions, membership applications, and PowerPoint presentations from three county LEABs. We analyzed these sources to examine how each LEAB was developed and which resources they utilized. The findings from these documents gave insight into the nuances of each LEAB's role in houseless services, which then informed how we framed our interviews. We also obtained the original and revised versions of each LEAB's charter, allowing us to analyze the differences and similarities between each LEAB's rules and governance structure.

COMPARISON OF BOARDS

From the initial foray into the LEAB as a policy, we discovered a multitude of counties across the United States that had already implemented similar Boards housed within or adjacent to their CoC Board. While the City of Long Beach's unhoused population has its own needs and communities, LEABs in other counties, particularly within California, can provide valuable insight into the makeup of these Boards and the success and obstacles they have faced in implementation and practice. In choosing which LEABs to examine and individuals to interview, we examined a variety of LEABs we felt were similar in size and scope to the City of Long Beach, as well as with a regional likeness. Specifically, the LEABs based in Santa Clara, Los Angeles, and Orange Counties, offered a wealth of information in terms of board documents and in-depth interviews with service providers, city staff, and current LEAB members.

INTERVIEWS: AN OVERVIEW

While no existing LEAB can provide a perfect template of lessons learned and implications to replicate, each can provide a comprehensive tool kit to assess and offer policy recommendations on the six categories we examined for the creation of an Advisory Board. A series of interviews were conducted from December 2021 to March 2022 with different individuals from each of the previously identified LEABs. These individuals represented a range regarding manner of involvement in the LEAB and overall CoC, including unhoused individuals currently or formerly serving as board members, service providers, and city staff assigned to liaise with the Board, as well as CoC Board members who advocated for and supported the LEAB in their districts. We did not speak with elected representatives as they were not directly involved in the creation of these boards.

Findings from these interviews, including commonalities and differences in approach between the LEABs, are captured in our comparative organizational chart found in the *Findings* section of this report. It is important to note that we worked to not mistake similarities between all boards as a sign of success to be incorporated as a policy recommendation for the Long Beach LEAB. For example, even if all the examined LEABs had a written charter before the first board meeting, it does not necessarily mean this led to

an effective board, able to pass policy recommendations. An overlap does not immediately equal a best practice.

Similar interviews were conducted within Long Beach's structures of services catered towards ending houselessness, including the Homeless Service Bureau and CoC Board, in order to gauge readiness as well as the support and power-sharing available for the LEAB (see *appendix B. Interviewee List and appendix C. Interview Guide*). The insight provided by the interviews informed which aspects of other LEABs, and their publicly available documents, would best fit within the Long Beach LEAB model.

It was our priority that interviews and focus groups with individuals with lived experience were grounded in trauma-informed practices. Our team members with social work backgrounds conducted interviews with unhoused program participants, paying specific attention to maintaining trauma-informed practices. They did so by giving clear indications to participants about the nature of the interview, holding boundaries, connecting people to services as needed, leaving room for questions, checking in throughout the process, and using careful, specific language to avoid triggering or causing more harm. In addition, they discussed the potential outcomes and emotions that could come up from addressing these issues together.

INDIVIDUAL INTERVIEWS

Our interview pool consists of individuals representing the following five categories: 1) City staff and officials, 2) service providers, 3) LEAB members and representatives, 4) Members of the unhoused population in the City of Long Beach, and 5) Field experts

From the first category, we interviewed Long Beach City staff and officials. Those interviewed include one co-chair and one lived experience member from the CoC Board, the HSB Manager, and the HSAC vice-chair and chair. HSAC consists of one representative from each council district and two mayoral representatives. Our intent was to understand the existing governance and power-sharing structure within the CoC, the roles of each entity, and where the interviewees believed the LEAB would best be implemented.

The second category consists of local service providers, which are part of Long Beach CoC's General

Membership. Interviews with service providers

informed us of the strengths and limitations of the Long Beach CoC and the current condition of Long Beach's houseless services. Since service providers work directly in the community, they have a unique perspective of the current services and structure of programming, as well as the needs of program participants themselves. These interviews gave further insight on how to best support future members of the LEAB.

The third category consisted of LEAB members and LEAB representatives from neighboring jurisdictions. To understand the strengths and limitations of each LEAB from those who helped create and sustain each Board, we reached out to three established LEABs in Santa Clara, Los Angeles, and Orange Counties. We conducted these interviews online through Zoom. The goal of these interviews was to understand the operations within each LEAB, the roles of the board members, and their opinions on where their board both excels and falls short. LEAB members were offered $75 gift cards as compensation for their time and expertise. We also interviewed at least one employee from each of the jurisdictions involved with overseeing the Board from the outside, usually a non-voting coordinator acting as liaison between the LEAB and the CoC/ housing authority. These individuals were not compensated.

The fourth category consisted of individuals with lived experience in Long Beach, which was conducted through one-on-one interviews and focus groups. We conducted these interviews to understand the current conditions of Long Beach houseless services and the impact conditions have on service recipients, from the perspective of individuals with lived experience. Additionally, from these interviews we gathered information about specific issues and community needs, as well as insight on what participants felt is priority for the Board.

Our social work team members held interviews on Friday, March 4, 2022 from 9:00 am to 12:00 pm at the Multi Service Center (MSC), an access center managed by the City that offers supportive services to people in Long Beach experiencing houselessness. All participants present in the MSC during that time frame were asked if they

wanted to participate and were informed that they would receive a gift card for participating. We acknowledge there may be bias introduced in this method based on compensation and capacity for participation. Interviews were conducted in English and in Spanish. Different individuals visit the MSC daily, so participation was based on the sample of who was present at the MSC on that Friday morning after an evening of some light rain. The interviewers explained to potential participants that the information disclosed would not be shared with their providers nor would participation impact their benefits and services in any way.

Sixteen people currently experiencing houselessness were interviewed for approximately 25 minutes each, and each participant was compensated with a $20 gift card provided by the HSB. The interviewers explained the concept of the LEAB, then respondents were asked to comment on the resources provided to houseless communities by the City of Long Beach, identities they viewed as important to include in a LEAB, any barriers they could foresee hindering participation in a LEAB, and recommendations they had moving forward. The 16 interviews conducted ranged in participation levels, as many of the participants were hindered by mental health concerns and unable to fully participate.

The fifth category of interviews were with experts in academia and activism. These interviews informed strategies to conduct effective, trauma-informed research and provided considerations for trade-offs within potential policy options. Specifically, through interviews, we strove to understand the functions of legitimate power sharing and non-tokenizing representation.

FOCUS GROUPS

MSC service providers invited 12 individuals to participate in a focus group we conducted on Friday, March 25, 2022. This focus group provided better insight than the individual interviews held at the MSC, because service providers methodically selected program participants that had the capacity to give testimony. At the time, all participants were unhoused and receiving services from the MSC. Participants were interviewed with the same questions as those in individual interviews, but in a collaborative group environment. Participants received a $25 Visa Gift Card for the hour spent interviewing.

IV.

LIMITATIONS

IV. LIMITATIONS

Throughout the timeline of this project, we encountered various limitations that impacted the way we collected our qualitative data. For example, we originally attempted to interview various City Council members to assess their support of our endeavor to create a LEAB. However, the client shared that the CoC Board and HSB were the primary decision-making bodies of the CoC. Essentially, the City Council relies on those two entities and HSAC to inform them of the current state of houselessness in the City of Long Beach and to guide policy. Therefore, not only would it be beyond the capacity of this project to involve City Council, but also it would be more informative to rely solely on the CoC Board and HSB for guidance.

Perhaps one of the most evident challenges we faced were the discrepancies between the Long Beach CoC Charter and the realities of the day-to-day work in the City of Long Beach. Although the Charter guides the CoC entities to collaboratively work together to address the issue of houselessness in the City, there is a lack of clarity and transparency around the decision-making process. Through exhaustive research and interviews, we established our own understanding of the City's processes and conducted an analysis that informed our findings. It is our hope that our recommendations are crafted in a way that will reconcile some of these issues.

Additionally, time constraints impacted interview scope. If time permitted, we would have conducted more interviews with Long Beach service providers, additional LEABs from other states and even Canada, as well as held more focus groups. Generally, in-person interviews would have added to the quality of this report, especially with individuals with lived experience. However, the COVID-19 pandemic limited interactions with many of our interviewees.

We also attempted to collect disaggregated quantitative data from the Long Beach CoC but were unsuccessful. The Homeless Management Information System (HMIS) data collects client-level data on the provision of housing and services to houseless persons and persons at risk of houselessness. The HMIS demographic data would have provided greater insight into the City's unhoused

population, in addition to informing which vulnerable populations should especially be represented in the makeup of the Board. Because of our inability to gain access to this data, we relied on qualitative data from the individuals we interviewed.

V.

POLICY OPTIONS

V. POLICY OPTIONS

Based on the expectations of the client, we discerned the following six elements to frame LEAB policy recommendations:

1. Governance Structure
2. Rules And Regulations
3. Board Membership and Recruitment
4. Compensation
5. Board Terms
6. Professional And Personal Development

Additionally, we suggest HSB incorporate recommendations into a written charter. The importance of this is further elucidated in the Findings and Evaluation sections of this report.

POLICY OPTION #1

GOVERNANCE STRUCTURE

One of our first tasks is to provide recommendations for the structure of governance and management of the LEAB. Based on interviews, document analysis, and literature review, structural aspects to consider include: positionality of the LEAB (political power-sharing), charter with mission statement, dedicated roles, dedicated seats for subpopulations, whether or not to make room for subcommittees dedicated to addressing specific issues, establishing quarterly or annually reporting schedule, and including a third-party facilitator or liaison between the City and the Board.

Regarding political power-sharing, our team identified three policy options. The first option would entail the LEAB joining as a sixth power-sharing member of CoC, thereby giving the LEAB more autonomy. Another option would position the LEAB under the Homeless Services Bureau (HSB), one of the five CoC entities, which mean less autonomy but potentially more authority and funds. The final option is to position the LEAB under the CoC Board which provides guidance and funding to the rest of the CoC, potentially giving the LEAB less autonomy but more indirect authority in the CoC decision-making process.

POLICY OPTION #2

RULES AND REGULATIONS

The rules and regulations outline how the Board conducts internal operations to carry out their mission statement such as how often the Board should meet, documentation of meetings, and any code of conduct or enforcement of bylaw.

POLICY OPTION #3

BOARD MEMBERSHIP AND RECRUITMENT

The Board membership and process of recruitment is an important aspect of the LEAB because it speaks to the quality of individuals who sit on the Board as well as the validity of the policy recommendations members make, which

includes: *1) membership eligibility, 2) size of board, and 3) recruitment processes.* Most importantly, it should reflect the experiences and backgrounds of the unhoused population of the City of Long Beach at large.

POLICY OPTION #4

COMPENSATION

Compensation for board members is a vital part of ensuring that the City does not exploit the labor and time of the unhoused population, members of

which have already had negative experiences with city systems and institutions. In addition, the City of Long Beach strives to acknowledge that lived experience is expertise and valued. Compensation for board membership can be varied, ranging from gift cards to monthly or quarterly stipends. When creating a compensation model, it is important to be mindful that compensation in any form can impact the benefits and government assistance received by most if not all board members. Additionally, it is important to explore the viability of providing wrap around services like transportation and technology needs for members.

POLICY OPTION #5

BOARD TERMS

Board terms for the LEAB are important to consider in order not to exhaust members as well as continuously provide an accurate and updated representation of the unhoused community in Long Beach. Board terms can set limits based on quarterly, yearly, and long-term participation. As seen from the multitude of interviews from different LEABs in different regions, some members have provided expertise for years and are invested in continued participation, while others can only offer insight for a limited time. We will reflect on these findings to establish appropriate board terms for the City of Long Beach to consider.

POLICY OPTION #6

PROFESSIONAL AND PERSONAL DEVELOPMENT

Keeping in line with trauma-informed practices, it is imperative to provide participating LEAB members with the opportunity for professional and personal development. Board members should be offered trainings that will help guide and orient them as they participate in their roles. Some training topics to consider include start-up workshops on board participation, voting, feedback, leadership, and advocacy. Concurrently, HSB can assist Board members with their professional lives beyond the Board. This can include resume and job support, workshops, engagement, and public speaking. The capacity of the Board to provide and incorporate these practices will be determined, along with the other five policy areas, in the following sections.

VI.

FINDINGS

VI. FINDINGS

Through literature reviews, document analysis, and multiple interviews with key stakeholders, we were able to construct a greater understanding of Lived Experience Advisory Boards. The formal documents and various structural elements of the three comparable LEABs we observed in Santa Clara, Los Angeles, and Orange Counties informed our findings. We noticed that there were discrepancies between the internal operations and procedures outlined in the charters and what was occurring in practice.

The following findings, formatted in a table, are an analysis of these discrepancies as well as takeaways and lessons on governance structure, rules and regulations, board membership and recruitment, compensation, board terms, and professional and personal development–which are outlined above in the policy options.

GOVERNANCE

Literature Review

Robert's Rules of Order suggest that the creation of specific leadership roles on a board inspires mission-driven goals and values to provide structure and purpose in internal and external operations.[25]

LAHSA

- Currently 15 LEAB members.[26]
- Executive positions: 2 co-chairs, 1 secretary, 1 treasurer.[27]
- No subcommittees; occasional ad-hoc committees.[28]
- Charter includes provisions for full-time Advisory Group Coordinator (AGC), who supports the Board/ acts as liaison between LEAB & LAHSA.[29]
  - Members expressed the board became more impactful with current AGC, who has lived experience.[30] [31]
- Quorum vote requires full attendance.[32]
- 2½-hour monthly meetings.[33]

Orange County

- A subcommittee under the Orange County CoC Board; not having direct policy-making authority.[34]
- Charter named 9 members; currently the committee includes 11 with Chair & Co-Chair [35] [36]
- Chair seat outlined in the Charter; Co-Chair seat added later.[37]
- Charter does not detail, but members formed subcommittees on pre-housing & post-housing.[38]
- Voting is 50% plus one. [39]
- Charter outlines bi-monthly meetings[40]; currently meetings occur monthly.[41]
- Includes a CoC Collaborative Applicant (County paid staff) who acts as liaison between the County and the Committee.[42]

Santa Clara

- No initial predetermined structure with board positions & subcommittees.[43]
- Members later formed structure to comment on policy and offer recommendations.[44]
- Official charter and bylaws were created after the initial members met and came to a consensus on board design.
- Found success in mission to improve county houseless services with a structured board.
- Some members may miss greater opportunities for engagement.[45]
- They report recommendations to the Santa Clara CoC Executive Committee.[46]

Key Findings

These circumstances indicate that although an established governance structure can assist with initial board implementation, it is important to retain a degree of flexibility moving forward so changes can be made as needed. For example, a staff liaison is instrumental for Santa Clara and LAHSA LEAB successes, and although the OC LEAB also has a liaison, it is not in their charter. However, the first two boards are executing their missions to a greater degree than the OC LEAB at this time. The same LEABs found success reporting directly to the CoC's leadership body.

RULES AND REGULATIONS

Literature Review

Sources recommend establishing a clear, purposeful, and explicit mission and bylaws, consistent rules, routine review of bylaws, and thorough and transparent documentation.[47][48][49]

LAHSA

- Attendance-based: members who miss three consecutive meetings are presumed to have resigned.[50]
- Members removed by ⅔ vote.[51]
- Lack of charter enforcement: rules vs practice discrepancies.
- Board currently discussing enforcement options and working on an accountability clause.[52][53]
- Founding members and Co-Chairs cited challenges amending original pre-written, under structured charter. Particular difficulty with compensation, which was not pre-set.[54][55]

Orange County

- Attendance-Based: member misses three consecutive meetings, presumed to resign; majority vote dismiss missing member; other members must attempt contact first.[56]
- Removal: by ⅔ vote.[57]
- Resignation: can voluntarily resign; must provide written notice to CoC Collaborative Applicant who communicates resignation to members.[58]

Santa Clara

- No strict limitations for joining and staying on the Board.[59]
- Easy application; members need previous lived experience, not quantified by time.[60]
- Members attend 2 board meetings, meeting monthly for two hours.[61]
- If member wants additional responsibilities, join issue-specific committees/subcommittees.[62]

Key Findings

Although the LEAB charters outline attendance and participation policies, in reality there is a lot more flexibility. Essentially, the charter is used as guidance. If members feel they can be more involved in the LEABs, they join subcommittees and working groups. If they cannot participate at the anticipated level, they can reconcile or reconsider involvement without punitive action.

BOARD MEMBERSHIP AND RECRUITMENT

Literature Review

Literature suggests considering diverse backgrounds, areas of expertise, and number of individuals are beneficial when recruiting members. Being explicit in expectations and providing in-depth orientations is also crucial to the efficacy of the Board.[63] [64] [65]

LAHSA

- LAHSA committee led by the Chief Program Officer and Group Advisory Coordinator (GAC) selects appointed members.[66]
- Members provide insight on recruitment but do not choose who is appointed.[67]
- Dedicated seats to ensure members are geographically representative of the eight service planning areas (SPAs) in Los Angeles County.[68]
- No dedicated seats for demographic representation, but board diversity is considered when members are appointed.[69]
- Interviewed members expressed satisfaction with board diversity.[70][71]

Orange County

- Eligible members must be currently/ previously unhoused.[72]
- Recruitment is not charter specified; interested individuals must complete a Candidate Interest Form (CIF).[73]
- CIF asks candidates to select a service planning area and subpopulation they identify with.[74]
- CIF asks about experience, interest in participation, and potential contributions.[75]
- Initial recruitment: County sent ask to providers/groups via existing email distribution lists.[76]

Santa Clara

- Chad Bojorquez, Chief Program Officer of Destination: Home formalized 1st council.[77]
- No issue with recruitment/ retention; flexible membership guidelines.[78]
- Unique: a trusted and credible nonprofit organization draws from individuals served to join the board.
- Having only individuals who have sought help may isolate individuals already disenfranchised and not on the city/ county radar.[79]

Key Findings

A couple of the charters suggest using demographic data to ensure that the board is reflective of the community served. However, most of the boards found recruitment success through stakeholder engagement and nominations. To address some limitations to attract members who are greatly disenfranchised, findings suggest that open call applications are also needed.

COMPENSATION

Literature Review

Sources suggest that compensation can positively impact member retention, promote professionalism and economic diversity, reward valuable time and contributions, and promote accountability.[80][81]

LAHSA

- The following are three Compensation Tiers members select from:[82]
  - Tier #1 - No compensation *(volunteer)*
  - Tier #2 - Less than $600 annually *(given as gift cards without 1099)*
  - Tier #3 - Over $600 annually *(generally for executive members who meet a time bracket)*
- Members are compensated per hour by attending approved meetings and events.[83][84]
- Recently voted for compensation increase at $25/hr.[85]
- Members can opt into legal support if compensation interferes with benefit eligibility.[86]
- Some members must take time off work or use vacation hours to participate in LEAB meetings.[87]

Orange County

- Compensation structure is not included in the charter.[88]
- Orange County's staff and committee members are working on a compensation plan.[89][90] It is unconfirmed.[91]
- Challenges in creating the compensation plan; suggests creating plan in advance.[92]
- Co-Chair suggested a monthly $125 Visa gift card would be reasonable compensation.[93]

Santa Clara

- Provides members compensation for work via gift cards (amount depending on availability of funds) and meeting meals.[94]
- Some members had issues with compensation interfering with their welfare benefits.[95]
- Opportunity to pay additional compensation to members on subcommittees for their expertise.[96]

Key Findings

Compensation for board members in these three counties is irregular and infrequent, and there are additional barriers because compensation can impact the amount of welfare benefits members receive. Because other guidelines and rules in the charters seem at least moderately enforced, the findings suggest it is imperative to include compensation models in the charter that are appropriate for members to ensure their time and labor is compensated and not exploited. The findings suggest that the CoC and staff liaison should work with members to explore which option works best for them. This should include supportive services for members like transportation to and from meetings, dinners, and assistance with technology.

BOARD TERMS

Literature Review

Setting term length can help with participant retention while term limits create opportunities to bring in new perspectives and reduce opportunity for perpetual concentration of power to occur.[97] Though there is no consensus as to the best length and limit of terms, 2-3 year terms and 1-2 consecutive term limits are generally recommended.[98]

LAHSA

- According to the Charter,
  - Members serve 2-year terms with the last 6 months dedicated to recruitment,
  - No membership term limits, &
  - Co-chairs serve 1-year terms for up to 2 consecutive terms.[99]
- Contrary to the Charter, term limits are not enforced. (More on rule enforcement under *Rules and Regulation*).
- In practice, membership continues until resignation; there are talks of enforcing the Charter rule.[100] [101]

Orange County

- The Committee Charter established that initial committee members would be randomly assigned to 2 or 3-year terms.[102]
- After the initial term, members are assigned to three-year terms.[103]

Santa Clara

- Now established and successful in the expertise and policy recommendations they provide to the City and County, some members have been there from the start (five years).[104]

Key Findings

The Santa Clara and LAHSA LEAB have specific board terms and lengths outlined in their Charters. However, in practice, several members have stayed on beyond their terms. There do not seem to be visible consequences to this as the literature review suggests, rather, having multiple years of knowledge on the Board was helpful, per our findings. It may be feasible to have honorary or advisory roles on the Board so as to retain this knowledge and still ensure there is room for growth for new members by creating advisory roles without voting power.

PROFESSIONAL AND PERSONAL DEVELOPMENT

Literature Review

Including professional and personal development opportunities not only supports and empowers members on an individual level but also helps build the Board's overall capacity and effectiveness. Creating opportunities for personal and professional growth brings benefits to the Board as a whole and, as sources point out, is not only beneficial but necessary to maintain board functioning.[105]

LAHSA

- Attending meetings and/or events allow members to:
  - Offer feedback and expertise
  - Receive updates/information
  - Engage with community
- Receive training in planning, structuring, organizing meetings, and interpersonal conduct.[106,107]
- They are currently doing meeting training (after a past incident).[108,109] Emphasis on trauma-informed training.
- LEAB members are paid to attend workshops, events, etc.[110,111]

Orange County

- Charter outlines member responsibilities that contribute to professional and personal development.[112]
- Charter excludes explicit training provisions or other forms to encourage professional and personal development.
- Committee offers new member orientation and provide resources for members to get familiar with the CoC and information about the City/County.[113,114]
- Committee offers training for members on how to present their story and make recommendations to the CoC board.[115]

Santa Clara

- Multiple interviews reiterated the importance of both professional and personal development opportunities for members.[116,117,118]
- Specifically, Chad Bojorquez mentioned he would like to see members not only sit on other City and County boards to provide their expertise, but also to speak professionally about their experiences in other capacities.[119]

Key Findings

Professional training and development are beneficial for the functioning of the LEAB and the members themselves. Although the charters do not provide guidance for continuous development, members have been advocating for resources and training that will allow them to better contribute to city services as well as advocate for themselves and their communities. Investing in members may be crucial to the overall success and sustainability of the LEAB.

FOCUS GROUP FINDINGS

In addition to the literature review, document analysis, and interviews, a focus group composed of 12 individuals currently experiencing houselessness in the City of Long Beach was held to gather perspectives from those currently unhoused on the LEAB. Participants provided much valuable feedback about what the LEAB should consist of as well as what the LEAB should do.[120] A synthesis of participant input is below:[121]

- *Expressed general need for more supportive services, including support in locating housing and navigating the system once housing vouchers are acquired, as well as more sanitation services*
- *Need of humanization of houselessness, offering more compassion and support of folx experiencing houselessness by service providers*
- *LEAB should hold service providers and elected officials accountable to ensure services are being implemented*
- *The LEAB should be diverse, composed of various subpopulations and representative*
- *Offered specific recommendations of what would support LEAB member participation, including access to transportation to and from LEAB meetings, access to technology, meals, case support, mental health support, and financial compensation*
- *Suggested various roles for LEAB participants: president, vice president, secretary, treasurer, delegates, community outreach, supervisor, research, advocates, and security*
- *Discussed the need for significant power-sharing, city endorsement, and support of the Board*

VII.

CRITERIA AND METHODS FOR EVALUATING POLICY

VII. CRITERIA AND METHODS FOR EVALUATING POLICY

The policy options outlined previously and explored in the findings section will be evaluated based on five different criteria:

1. Trauma-Informed
2. Administrative Feasibility
3. Representation & Equity
4. Political Feasibility
5. Efficacy

It is integral to mention that trauma-informed principles have an overarching impact on all criteria and methods and will be holistically incorporated into the structure and formation of the LEAB and all its components.

CRITERIA #1

TRAUMA-INFORMED

All policy options must prioritize trauma-informed principles to be sensitive to and cognizant of participants' potential experiences with trauma. As defined in the *Problem Identification*, applying trauma-informed processes in this case means the following:

- Avoiding re-traumatization through supporting individuals, meeting them where they are, and creating a non-tokenizing experience that does not focus solely on their traumas, but rather on their strengths and expertise.
- Creating a space where there are options for participation. This includes choice around the experience and how it looks. Individual board members will have options, choice, and opportunity to design the Board, their participation, and what their experience on the Board could be.
- Board members should not be identified as a label: e.g., "the HOMELESS BOARD MEMBERS," but rather be seen and identified as official LEAB members.
- It is integral to see people not just as having individual biographies of suffering; this cannot be an extraction of their lived experience but rather a recognition of their expertise in houselessness.
- Members should not have to prove their position or show their trauma as a "ticket" to power.

- Trauma informed = empowerment versus disempowerment, and, as described in Criteria #3, having a genuine voice and impact. That includes safety and trust in the process.

This Board intends to provide space for members to be able to give input on policies, discuss best practices, and provide general review pertaining to houseless services. These functions of the LEAB will not be effective, sustainable, or possible if there is not a holistic trauma-informed approach to the structure and operation.

Considering that being houseless is classified as a traumatic event, we make the assumption that people with lived experience of houselessness have experienced at least one trauma. To avoid re-traumatization, it is imperative that the Board's structure and policies be developed and implemented based on trauma-informed practices, from top to bottom. Policy options will be evaluated based on a holistic implementation of trauma-informed principles.

CRITERIA #2

ADMINISTRATIVE FEASIBILITY

Central to the LEAB's role in positively impacting houseless services is its ability to make policy recommendations. Essentially, it is imperative that the LEAB can share power with other city entities that also impact houseless services. Success will depend on the Board's position within the Long Beach CoC and whether the Board has sufficient authority and presence to make meaningful suggestions and changes to policy. A key challenge will be the Board's ability to exert political power within the Long Beach CoC decision-making body. Thus, power-sharing is integral to administrative feasibility – the ability of the Board to deliver on its mission to improve houseless services.

Although the LEAB will be present in the spaces where policies are being made, the measure of the Board's power to influence decision-making will indicate the extent of its efficacy in providing policy recommendations. Unless the Board holds political power, the LEAB will go only as far as recommendations, with no ability to influence decision-making. It is

imperative that the Board is given the opportunity to provide genuine feedback and be considered when it comes to creating, implementing, and changing policy.

CRITERIA #3

REPRESENTATION & EQUITY

A fundamental goal of a lived experience board is to bring about representation and equity to the provision of houseless services. As mentioned in the previous sections, there are many populations that have been historically disenfranchised in the City of Long Beach as far as access to city services, housing discrimination, and barriers to employment.

This has resulted in a disproportionate representation of Black Americans, as well as other racial and ethnic minorities, in the population with lived experience of houselessness. Additionally, individuals with disabilities, military veterans, LGBTQ+ individuals, domestic violence survivors, and youth and children embody their own obstacles

and struggles in gaining and maintaining housing stability. Building a LEAB that advocates for and is composed of individuals from these communities will provide better insight into the unique challenges they face in navigating federal, state, and local resources.

One obstacle that this LEAB will face regardless of its makeup is tokenism and surface-level change. Persons with lived experiences provide invaluable insight into the services and resources the City provides, and it is important that their voices are represented when passing policy, even if it challenges existing models of care. When evaluating the policy alternatives, special consideration will be given to any options that remove barriers to access for the City's most disenfranchised populations and give power rather than just space.

CRITERIA #4

POLITICAL FEASIBILITY

For the LEAB to be successful as an authority on houseless policy, it needs to be politically supported. The City of Long Beach operates from a council-manager structure, with nine elected city council members and an elected mayor. The mayor and city council members appoint the city manager, city clerk, and commission members.[122] In order for the LEAB to be politically respected, acknowledged, and

"authorized," the city council, mayor, and city manager must be aware of its existence, responsibilities, and mandate, and recognize it as a force of power in the City. This may include a shared reporting structure, regular updates to city council from the HSB, a public information campaign, or a city MOU on power-sharing and acknowledging the LEAB; it must begin with the City recognizing the Board as a source of authority.

At this time, the Director of the HSB, Paul Duncan, has named the creation of a LEAB a top departmental and internal City priority. We are unsure at this time if the city councilmembers or Mayor are aware of the LEAB or what it will do, and if they feel it is a viable policy option. Although these individuals don't make day-to-day decisions on houseless services like the CoC, it is important that the policy recommendations we put forth consider the nuances and power-sharing structures between the City, the Board, commissions, and constituents to ensure that they are politically feasible.

CRITERIA #5

EFFICACY

The Board must be effective, efficient, and adept in its internal operations and functioning, notwithstanding external impacts. This will include the day-to-day operations, regular meetings, sustainability and turnover of membership, organization, and support. While there are many reasons the City of Long Beach is looking to create a LEAB, the main function of the Board is to improve houseless services focused on getting people off the streets and into

permanent housing and improve housing retention outcomes. Because the LEAB is not a traditional Board and members are facing a myriad of systemic barriers, it is unlikely that there will be a seamless transition from inception to execution of the mission. However, it is this report's objective to ensure the Board has tools and resources to be as successful as possible. Therefore, it is imperative that policy recommendations that are made are in service of this goal.

VIII.

EVALUATION OF POLICY RECOMMENDATIONS

VIII. EVAULUATION OF POLICY RECOMMENDATIONS

RECOMMENDED POLICY ALTERNATIVES

Taking into consideration the evaluating criteria, and key findings from literature reviews, document analysis, and interviews, we are making the following recommendations regarding governance structure, rules and regulations, board membership and recruitment, compensation, board terms, and professional and personal development. Below is a description of the recommendations for each element of the Board while detailed evaluative information is outlined in the Evaluation of Criteria Spreadsheet found in *appendix E*. Lastly, based on the individual recommendations for each element, we created a global recommendation outlining how each recommendation can work together to accomplish the five criteria most effectively. This can be found in the next section, *Global Recommendations*, of this report.

A. GOVERNANCE STRUCTURE

First, the positionality of the LEAB determines which entity it reports and makes policy recommendations to, thus influencing the LEAB's operation and effectiveness. Placing the LEAB as a sixth power-sharing member of CoC would give the Board more autonomy, but this does not necessarily ensure authority. Considering that the CoC Board is the premier decision-making body and provides guidance and funding to the rest of the CoC, creating another autonomous entity would loosen the governance structure of the entire CoC consortium. This may lead to loss of efficiency and low political feasibility. While the current HSB staff is supportive of a LEAB and is mindful of their opportunities and challenges, in the long-run, this may not be the case. Placing the Board under the CoC Board as a subcommittee may present power-sharing conflicts between the CoC Board and the LEAB, but overall has the most advantageous opportunities to enact policy changes, to better the City's services.

Structure such as a written charter, dedicated roles and responsibilities, routine report schedule, and a third-party facilitator leads to a stable foundation. Structure encourages smooth administration and allows quick and efficient decision-making which contributes to the efficacy of the Board. As discussed previously, the

three comparable LEABs we observed have governance charters which outline the inclusion of specific roles such as a liaison, chairs, and vice-chairs in order to facilitate board management and overall board efficacy. The implementation of the staff liaison within the Board fulfills a majority of the criteria, as this role would be crucial in guiding members through the bylaws, advocating for them administratively and through trauma informed care, as well as promoting the success of the Board to external stakeholders. Additionally, allowing space for subcommittees dedicated to specific issues would ensure that a variety of issues and demographics (i.e. TAY, COVID-19, racial equity) are being addressed with dedicated attention, which enhances the representation and equity of the Board.

On the other hand, while a structured board may resonate well with city officials who understand and respect a hierarchical setting, there is concern that a structure can be too binding and not flexible enough to adapt to accommodate needs. Furthermore, the additional barrier of bureaucracy can discourage members from actively participating in the Board. It is crucial to have a structure that facilitates the exercise of each member's abilities in a way that is acceptable to the members themselves and conducive to their participation.

POLICY RECOMMENDATION

GOVERNANCE STRUCTURE

It is our recommendation that the LEAB be positioned under the CoC Board as a subcommittee. This will require that the CoC Board Charter is amended to reflect these changes, including making space and allocating funds for the LEAB. Additionally, we recommend that a stable, yet amendable baseline structure is established via a Charter to set precedent for effective collaboration and decision-making, while allowing the Board to design a structure best suited to their needs. We recommend that the Charter include a mission statement, dedicated seats for subpopulations, outline space for creation of subcommittees, and establish a quarterly reporting schedule. Lastly, we recommend the creation of a paid staff position that would act as liaison between the City and the LEAB.

B. RULES AND REGULATIONS

If rules and regulations are set in advance, the LEAB can execute its mission in a timely manner, ensuring administrative costs are lower in the long run. Similar to governance, having rigid rules and regulations may resonate well with city entities and services. Concurrently, set rules and regulations can create a stable and safe working environment where expectations are clearly outlined. However, this structure only works if members have equitable opportunities to contribute to a code of conduct and internal policies regarding participation, membership, and penalties for breaking set rules.

If the rules and regulations are too rigid and do not fit the particular board members, it does not support a trauma-informed working environment. Having rules that are more flexible and adaptable for things like attendance fosters understanding about people's unique circumstances and situations, and can encourage participation. Having a less rigid set of rules and regulations allows for flexibility and the ability for the LEAB to approach topics and issues on a case-by-case basis.

POLICY RECOMMENDATION

RULES AND REGULATIONS

It is our recommendation that the LEAB incorporates both flexible and stringent rules and regulations. Procedural rules such as attendance, participation, and self-identification should be lenient while rules around interpersonal conduct pertaining to safety, opportunity, and inclusion should be more concise. Examples of interpersonal conduct rules include codes of conduct and harassment policies.

C. BOARD MEMBERSHIP AND RECRUITMENT

As mentioned previously, board membership and size should be inclusive and representative of the diverse identities of the unhoused population of Long Beach; establishing membership eligibility and an equitable recruitment process are key factors in ensuring this. In regard to membership eligibility, because of the nature of the LEAB, having previous or current lived experience of houslesseness is a non-negotiable eligibility criteria for membership.

In regard to recruitment, because service providers know their clients,

service providers can make special efforts to reach out to individuals who have the capacity to participate. In particular, they can share a list of people they have pre-determined to be a "good fit" for the Board. Some of these individuals may have previous experience on boards, are knowledgeable of specific systems and programs, or have other contributable skills. Provider nominations could ensure that the applicants are vetted for their expertise, work ethic, and insight. This could lead to early ease of board functioning and higher efficacy. Provider nominations could be supportive of trauma-informed practices because they could nominate people who are more "ready" and "prepared" for the position yet do not feel comfortable self-nominating.

On the other hand, provider nominations can also include bias, as it gives service providers the liberty of choosing who to nominate according to their opinions and experiences of working with their clients. This can be problematic namely because those who have never received services from providers would not have the opportunity to participate. Even though open call recruitment will take time and resources to reach out and vet applicants, this style gives opportunities to a more diverse pool of people with lived experience. Additionally, expanding the pool of candidates helps recruit members from a greater variety of backgrounds, which may improve efficacy in terms of outcomes. However, while city officials may be supportive of any individual with lived experience serving on the Board, they may be more hesitant to listen to and implement changes to the City's policies if there is no previous relationship with that individual.

POLICY RECOMMENDATION

BOARD MEMBERSHIP AND RECRUITMENT

It is recommended that both recruitment strategies are applied; accepting open call applications and reaching out to nominations made by service providers. Nominations by providers should be seriously considered, and trauma-informed vetting processes for board members should be undertaken. It is integral that the recruitment process works to select a diverse group of candidates from different backgrounds (including but not limited to Black Woman, Disabled, Parent, Older Adult, TAY/

youth) and the size of the Board should be reflective of that diversity. *Candidate Interest Form found in appendix*

D. COMPENSATION OPTIONS

Providing compensation to board members is key for not only ensuring board diversity and efficacy, but ensuring application of trauma-informed practices. Offering compensation can encourage a greater range of participants as well as encourage active participation. Additionally, providing compensation is a key to maintaining trauma-informed practices as it offers a stable source of income to individuals that often are economically disenfranchised.

As mentioned in the *Findings* section of this report, the Orange County Lived Experience Advisory Committee did not have a compensation structure at its inception and is currently struggling to create it. This further emphasizes the importance of having a compensation structure prior to the start to the LEAB. On the other hand, the Santa Clara and LAHSA LEABs do provide compensation in the form of gift cards, but cash or specifically Visa gift cards are preferred because they can be used for a variety of purposes depending on the member's circumstances.

In regard to the compensation model, receiving an hourly income may incentivize LEAB members to get involved in the Board activities and enhance the efficiency of the Board. Providing compensation based on hours contributed to the Board is fair as it compensates for the specific time and energy spent. However, this model requires administrative procedures like reporting and calculating the amount of compensation each month. If the total hours contributed exceeds the initial forecast, the total compensation may exceed the original budgeted amount. In such a case, there is budgetary concern. Additionally, this model does not take into account barriers to participation, and flexibility of unique situations, and if members find themselves in a situation where they are unable to participate as much as they hoped for, their pay would be reduced which could have negative ramifications for them.

Having a consistent monthly stipend can provide members with the security of having a consistent flow of income.

This is helpful especially for members who still have financial insecurity and may encourage people from diverse situations to apply for the Board membership. Thus, a consistent monthly stipend is trauma-informed and will strengthen the diversity of the Board. Because there is minimal tracking of participation involved, this model is administratively manageable.

A third option for a compensation model is a tier system which may reward board members according to their position and contribution. A challenge with this model is that it could make some people feel uncomfortable identifying how much they are working, but it can also lead to flexibility, autonomy, and awareness for all parties. It is important to note that this model may introduce complexity in a negative sense in that with members getting paid differently, it may influence members to participate less consistently than their counterparts which could mean that projects or policy recommendations take more time to complete.

POLICY RECOMMENDATION

COMPENSATION OPTIONS

We found that monthly stipends are the most effective criteria-vetted option and therefore we recommend that LEAB members are offered a monthly stipend in the form of Visa gift cards. Utilizing Visa gift cards ensures that those currently receiving benefits are not disqualified from the services they are receiving, while ensuring a stable source of income. In addition to stable monthly compensation, we recommend that member's transportation and technology needs be met as it is imperative for their participation in Board meetings and in any official Board capacity.

E. BOARD TERMS

Term commitments foster and encourage sustainability and stability. They ensure that members have adequate training and that the Board is consistently staffed while also helping to decrease turnover. This supports trauma-informed principles and increases the efficiency and effectiveness of the Board. Without term commitments, dropout of members and recruiting activities to fill in will occur irregularly, which will

increase administrative work and could delay Board processes. On the other hand, term commitments may encourage periodic turnover of members, which can provide a good opportunity to incorporate new opinions and prevent board group think.

POLICY RECOMMENDATION

BOARD TERMS

It is our recommendation that the LEAB implements term commitments. This provides sustainability, allows for greater investment in members, and fosters more stability and trust within the Board. It also allows for a stronger development of rapport and relationships, both internally within the Board, and externally, with stakeholders.

F. PROFESSIONAL AND PERSONAL DEVELOPMENT

Professional and personal development opportunities for LEAB members can take many forms including offering mentorship and support. Offering both would fulfill the trauma-informed criteria as it creates a source of professional development for people who may not have access otherwise. This allows for representation from a more diverse group, whose time on the Board can be supported by staff.

It is possible that an emphasis on mentorship and support could take away from the Board's main functions of policy recommendations in the short term, but investing in board members enables them to further develop and utilize their skills and expertise, which would ensure greater output in the long run. Although it could present administrative challenges, establishing a program/structure where members are paired with city staff could create fluidity. Additionally, providing mentorship and support may further involve City officials and staff which could have a positive impact not only on board members but can also create a sense of collaboration, camaraderie, and respect across different city entities. It would allow city officials and staff to get to know board members better as well as allow them to participate more fully in the Board.

POLICY RECOMMENDATION

PROFESSIONAL AND PERSONAL DEVELOPMENT

It is our recommendation that mentorship, support, and professional and personal development opportunities are offered to every LEAB member, at the onset of the Board and thereafter. HSB should dedicate funds to ensure that members are receiving relevant, ongoing training throughout their tenure on the Board.

IX.

GLOBAL RECOMMENDATIONS

IX. GLOBAL RECOMMENDATIONS

We believe that the recommendations listed in the previous section can work together to accomplish the five criteria: trauma informed, administrative feasibility, representation and equity, political feasibility, and efficacy, most effectively. It is extremely important that the Board is optimally structured for power-sharing, giving Board members agency, weight, and a clear pathway to deliver policy recommendations to the CoC Board that will be received, addressed, and implemented. While there are a multitude of directions the LEAB could take in its first few months, we recommend the first six months are spent intentionally and comprehensively setting the Board up for success. Below is a list of ordered steps that the Homeless Services Bureau can take to begin the LEAB implementation process, all within a trauma-informed framework.

MONTH 1

1. DETERMINE POSITIONALITY OF LEAB:

As previously discussed in the policy context, the Long Beach LEAB can be positioned within the Long Beach CoC in various ways, all which would result in different levels of autonomy and power. To briefly recap the discussion, the LEAB could become a sixth separate entity housed under the overall CoC, it could report to the HSB, or to the CoC Board itself. The CoC Board is the premier decision-making body of a Consortium that encompasses the City Council, non-profits, and other stakeholders, therefore, after careful consideration of the needs and intended impact of the LEAB, we recommend that the LEAB be positioned under the CoC Board as a subcommittee. There will need to be amendments to the CoC Board Charter to reflect these changes and to make space and allocate funds for the LEAB.

2. FINALIZE JOB DESCRIPTION, DISSEMINATE JOB APPLICATION, HIRE BOARD LIAISON

An immediate priority is recruiting and hiring a knowledgeable and trauma-informed liaison to serve as a support for LEAB members. This position will provide crucial administrative support, organization, coordination, and

training. The staff member should report to both the LEAB and to the Director of the Homeless Services Bureau. They must have training in trauma-informed principles, and background working with people experiencing houselessness, ideally with lived experience themselves. *A sample job description can be found in appendix F.* Interviews with other boards and experts demonstrated that the single most important factor for LEAB success will be a liaison capable of providing appropriate support and advocacy, structure, and balance between the City and the Board. The liaison's work can promote member retention by working to create a safe space and acting as an intermediary for communication with the City.

Additionally, the liaison can act as an advocate to help members navigate the political, bureaucratic, and administrative landscape of regional policy-making. Building genuine relationships between board members and the liaison is critical to such efforts.

3. RECRUIT & APPOINT BOARD MEMBERS

The LEAB should be diverse, composed of various subpopulations, and representative of the City of Long Beach. This recommendation comes from best practice compilations, interviews with other LEABs and experts, and direct feedback from Long Beach stakeholders and prospective board members in focus group interviews.

In coordination with HSB, we have assembled a list of eleven individuals who have expressed interest in becoming board members. In addition to following up with these individuals, there should be a highly publicized open call for applications. This application should be disseminated through caseworkers, HSB, councilmember offices to constituents, posted in Project Roomkey, Homekey, and shelter locations, and publicized by community organizations and community leaders.

We have created a sample application which provides a brief introduction to the LEAB and asks key questions to ensure recruitment of diverse applicants for expansive representation of lived experiences. *A sample Candidate Interest Form can be found in appendix G.*

MONTHS 1-2

4. DESIGN BOARD STRUCTURE & BOARD MEMBER COMPENSATION

We recommend that the Board structure is designed with and by the first group of board members. As those with lived experience provide unique expertise in this policy area, they should be determining the design of a board most optimal for their needs. Concurrently, specific guidance and best practices can guide the development of such processes. The following are our recommendations for baseline board start-up:

A. MEETING SCHEDULE: We recommend board meetings are held monthly and at City Hall. This is based on a strong proposal from the focus group, from which participants agreed City Hall would give visibility, and respect to the Board.[123] They preferred this location to the Long Beach Multi-Service Center (MSC).[124] There should be additional committee and subcommittee meetings held throughout the month, if deemed imperative by the Board, particularly as they expand on their policy areas.

B. COMPENSATION: We recommend members be compensated with consideration of their possible status as welfare recipients, but also as individuals with expertise who are giving their time and labor for public benefit. Best practices and feedback from focus groups show cash or Visa Gift Cards are the most efficient and preferred form of payment.[125] Members should be compensated monthly at a rate of at least $125 (in 2022 value) via Visa Gift Card. An absence should not subtract from the amount earned, but should be documented. It can be up to the initial structuring group to determine how to track absences, leaves of absences, and plans for compensation finalization. The liaison should work with HSB to set up a pay scale in advance of board implementation to ensure that members are paid from the very start of their engagement. This will ensure

that general members are paid a baseline of $125 per month, and those taking on additional responsibilities are paid commensurate with their efforts.

C. **SETTING THE BOARD UP FOR SUCCESS:** Focus group members and others interviewed in Long Beach expressed recommendations consistent with best practices analyzed in prior sections, regarding participation needs. They voiced that transportation to and from LEAB meetings, access to technology, meals at meetings and events, continued case support, connections to mental health support, and financial compensation would make participation feasible.[126] The staff liaison can be responsible for coordinating supportive and wrap-around services for Board members.

D. **ROLES AND RESPONSIBILITIES OF BOARD MEMBERS:** Suggested various roles for LEAB participants include: Chair, Vice Chair, Secretary, Treasurer, Delegates, Community Outreach Officers, Research Officers, and Advocates. The focus group participants recommended having a community member assigned to security.[127] Additionally, they strongly recommended that a portion of each meeting be open to the public for feedback and collaboration.[128] In accordance with practicing trauma-informed community care, rules and regulations on attendance should be flexible, adaptive, and responsive to the needs of the group, understanding that 100% perfect attendance is not realistic.

5. PROVIDE TRAINING TO ALL LEAB MEMBERS: ONGOING

It is imperative that LEAB members are provided with opportunities for professional and personal development. This could include offering ongoing training in areas such as resume building, use of current technologies, public speaking, and policy advocacy, to name a few. Additionally, storytelling and creating a narrative around lived experiences

in houselessness, to convey in a public or professional environment may be an integral experience of Board membership, but should never cross into exploitation or tokenization. Providing Psychological First Aid (PFA) and trauma-informed care training will support members not just in their own processes, but also in interactions with unhoused community members as representatives of the LEAB. It is imperative that trainings be held at least quarterly, not one-off. Additional opportunities for trainings can and should be discussed by the Board.

6. ENSURE VISIBILITY, ENDORSEMENT, AND PUBLIC CITY SUPPORT FOR THE LEAB

The ability of the LEAB to offer actionable policy recommendations is contingent on its status, public presence, and city endorsement. We recommend that before the Board is implemented, city stakeholders including the HSB, create a Memorandum of Understanding (MOU) stating support for the LEAB and willingness to share power in the houseless services policy space. The MOU should direct all service providers and entities within the CoC in Long Beach to give credence to the LEAB as an authority on houseless services and seriously consider their policy recommendations and changes. While this may not completely solve power-sharing conflicts, addressing the issue is an important first step in recognizing the LEAB as a potential leader in this space as well as showing solidarity for individuals with lived experiences as experts in this policy area. An MOU will create a strong foundation for the LEAB to build on, as it showcases collaboration, collective action, and flexibility within the CoC.

Additionally, the CoC and HSB should run a public information campaign before and after board member recruitment, advertising board meetings and board duties. The City Manager, Mayor, and Councilmembers should publish press releases endorsing the LEAB, including a statement on the necessity of utilizing lived experiences in city services. The LEAB should be represented at council meetings, and City Council should have a liaison to coordinate with the LEAB.

MONTH 3

7. FORMALLY INTRODUCE LEAB MEMBERS TO PARTNERS & CITY ORGANIZATIONS

City staff should coordinate formal visits to introduce LEAB members as experts and professional partners. We recommend this process take place within the first month of the Board's appointment, including a formal announcement and introduction of all LEAB members at a City Council meeting .

MONTHS 3-4

8. SET UP ONLINE PRESENCE & MAKE LEAB INFORMATION PUBLIC

Given the plan to make a portion of the LEAB meetings open to the public, meeting content must be publicized on a city website. The charter, member application, and open meeting minutes should be posted, along with all public events and meeting times. There should be an effort to offer remote attendance and accessibility accommodations.

MONTHS 3-5

9. BOARD MEMBERS CONDUCT SITE VISITS AND LEAD TRAININGS FOR SERVICE PROVIDERS & OUTREACH WORKERS

Feedback from the focus groups and interviews displayed a need for greater compassion in the services for individuals experiencing houselessness.[129,130] This report continuously advocates for LEAB members to be credited as experts. In order to best offer policy recommendations and changes in city services regarding houselessness, board members need a comprehensive view of all programs and service sites operated in and by the City. We recommend the staff liaison organize site visits as early as possible.

Based on gathered observations from site visits, as well as their own personal experiences and area expertise, the Board should conduct trainings for service providers and outreach workers. Areas for training identified include compassionate response in service provision and identifying accurate needs of unhoused

individuals. Additionally, it is imperative that the Board can offer feedback and critique of service providers and for service providers to consider that feedback and make necessary adjustments as needed.

MONTHS 5-6

10. DETERMINE BOARD VALUES & FINALIZE ORGANIZATIONAL STRUCTURE

Approximately six months after the Board is implemented, members, staff, and stakeholders should reevaluate the existing structure and internal procedures. This is the time to restructure and make any changes to best achieve the mission and vision of the Board. Input from Board members and individuals impacted by any policy changes should be at the forefront of the evaluation.

11. THE BOARD RECEIVES POLICY ISSUES TO WORK ON FROM STAKEHOLDERS AND PRESENTS THEIR RECOMMENDATIONS TO THE COC AT LARGE, AND ESPECIALLY THE CITY COUNCIL

Once the Board is implemented, and members have formalized mission statements, values, and conduct through the creation of a charter and bylaws, the Board will be ready to receive policy issues to offer their expertise. Stakeholders throughout the houseless services landscape can present their policies, programs, and services for the Board members to provide input. These can be existing programs or policies that are to be implemented in the future. Board members can workshop policy problems with the guidance of the staff liaison to reach a consensus on solutions. As part of their role, the liaison is charged with inter and intra-departmental outreach and locating opportunities to get board involvement in committee, community, and departmental meetings.

The consensus-building process may look different with each program or policy evaluated, and it is ultimately in the hands of the LEAB to determine those methods. For example, each member can provide individual input based on their experiences with current systems and policies, or they can assign working group or subcommittee tasks.

After reaching a consensus on solutions, depending on the Board's

charter and bylaws, each member may take a vote, an executive committee may have the final say, or a quorum may be mandated, in order to present it to the public. It is critical that the Board not only present their findings to whichever stakeholder came to them for expertise, but also the City Council is made aware of their progress and decision-making. While the CoC Board may be the acting entity behind the ultimate policy decisions regarding houseless services in the City, visibility of the Board's activities is an integral part of establishing authority and power. The LEAB must be incorporated into formal processes for decision making in the City on houselessness and political power is key in that endeavor.

EVERY 6 MONTHS STARTING AFTER THE FIRST MEETING

12. MEASURING SUCCESS

Measuring success is a key component to identifying whether the Board is achieving its purpose and goals. Initially, the Board should be able to achieve the first 11 items listed above. Some of these steps can be implemented concurrently and others will be in effect continuously, or will have to be revisited more than once. If the above recommendations have gone into full effect with CoC guidance, success will be measured by the LEAB's ability to routinely develop policy recommendations and for those recommendations to be acted upon by the CoC Board. The feasibility of taking action on the Board's policy decisions is reflective of overall power and authority in this landscape.

The CoC Board or the HSB which will be working closely with the LEAB may want to anonymously survey Board members or involve a service provider with trauma-informed training to facilitate focus groups to gauge whether the working environment of the Board is reflective of its set values. It is important to note that the Board is a "living" entity and with each new cohort, priorities and values may change. However, the Board should act in service of its members through professional and personal development, adequate compensation, and trauma-informed practices and in service to the unhoused communities to which this Board is dedicated to uplifting.

X.

CONCLUSION

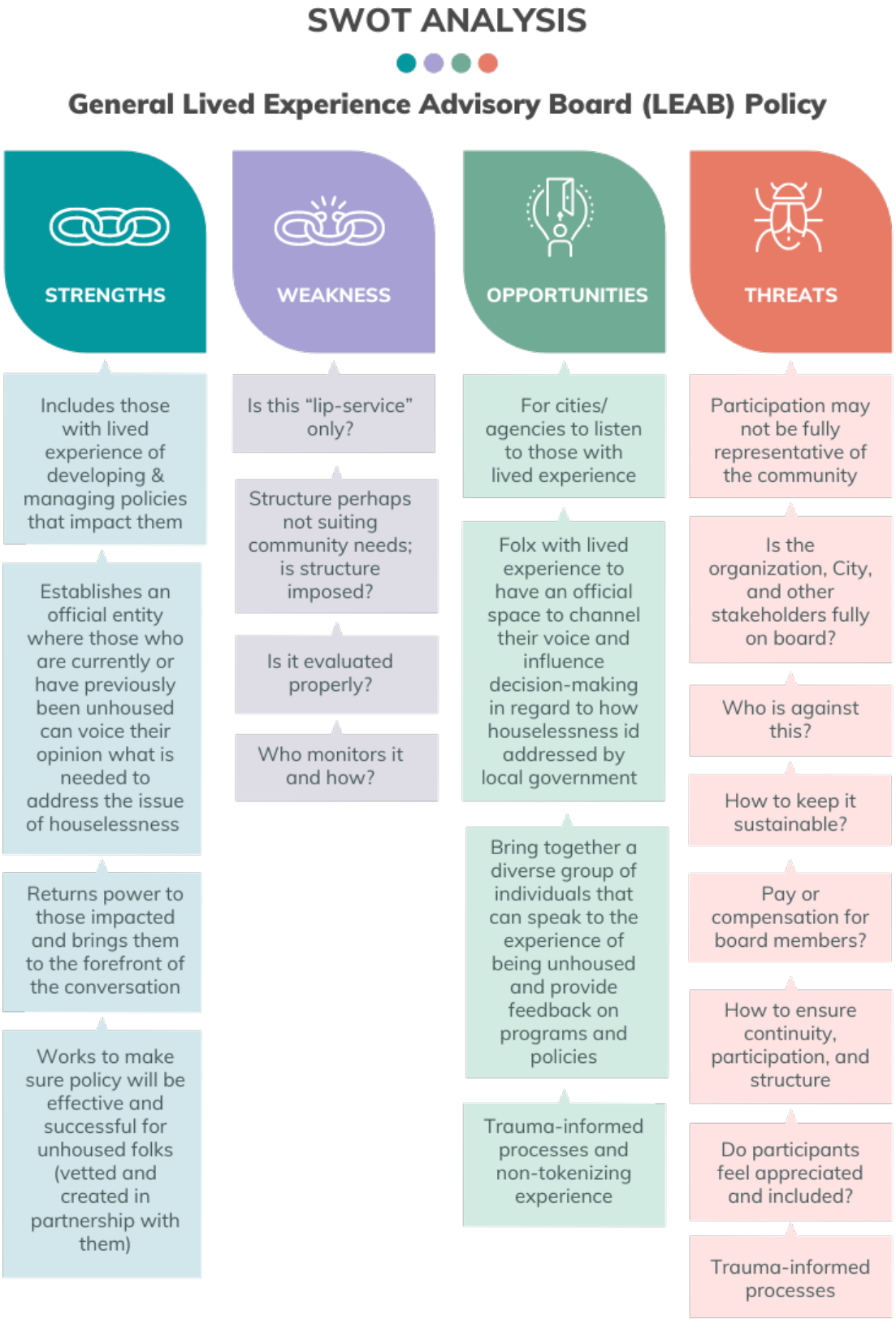
X. CONCLUSION

The City of Long Beach Homeless Services Bureau will be establishing a plan to move forward with building a LEAB in the coming weeks. Through these recommendations, this Board will be representative of the Long Beach houseless community, and it should have real decision-making power within the scope of the City. Board members should be compensated for their contributions, and holistic trauma-informed best practices should be implemented and adopted to ensure overall wellness, sustainability, and efficacy of the Board, its members, and the City.

Finally, it is imperative that the City's liaison work to build meaningful relationships with the Board and make it a collaborative, compassionate project. That means recognizing the strengths and opportunities for the Board, and working to address threats through restorative, safe processes. The LEAB is a tremendous opportunity for the City to prioritize voices of the unhoused, uplift and value their experiences to advance equitable representation in policymaking, and to support solutions-oriented approaches to a widespread problem.

APPENDIX

A. STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS



SWOT ANALYSIS

City of Long Beach Lived Experience Advisory Board (LEAB)

B. LIST OF INTERVIEWEES

Name	Title	Organization
City Staff/ Officials		
Paul Duncan	Homeless Services Bureau Manager	City of Long Beach, Homeless Services Bureau
Teresa Chandler	Deputy City Manager	City of Long Beach, Office of the City Manager
Alison King	Deputy Executive Director	Housing Authority of the City of Long Beach
Kathryn (KJ) Kaminski	Deputy Director	Santa Clara County, Office of Supportive Housing
Field Scholar		
Ananya Roy	Founding Director	UCLA Luskin Institute on Inequality and Democracy
Current/ Former Homeless Services Board Members		
Brandon Washington	Lived Experience Board Member	Long Beach Continuum of Care Board
Jordan Wynne	Co-Chair	Long Beach Continuum of Care Board
Susana Sngiem	Chair	Long Beach Homeless Services Advisory Committee
Jolene Hui	Vice Chair	Long Beach Homeless Services Advisory Committee
Callie Rutter	Co-Chair	Orange County Lived Experience Advisory Committee
Felicia Boehringer	Coordinator	Orange County Lived Experience Advisory Committee
Al Palacio	Co-Chair	LAHSA Lived Experience Advisory Board
Zue Villareal	Co-Chair	LAHSA Lived Experience Advisory Board
Gabriela Gabrian	Executive Board Member	Santa Clara Lived Experience Advisory Board
John Duckworth	LEAB Board Member	Santa Clara Lived Experience Advisory Board
Service Providers		
Sharon Wie	Director of Programs	Interval House
Other Stakeholders/ Advocates		
Chad Bojorquez	Chief Program Officer	Destination:Home
Tiffany Duvernay	Advisory Group Coordinator	LAHSA
People with Lived Experience		
16 one-on-one interviews with individuals experiencing houselessness held at the Long Beach Multi-Service Center		
Focus Group (12 participants)		

C. INTERVIEW GUIDE

I. Advisory Board Members/ staff

Board Establishment Process

1. What is the mission of their city's advisory board? Where did the authority to create the board come from?
   a. I will ask about the background and awareness of problems that led to the establishment of the board
   b. I will ask questions about the goals/values the board represents and the role the board plays in the policy making process
   c. I will ask about funding, if there were any official resolutions passed, and if the board is housed under a city department, the Mayor's office, or independent
2. Which individuals were proponents of the board, and which weren't?
   a. Depending on my assessment of the individual and interview, I will ask if there were any political and bureaucratic issues and if there are still opponents of the board
3. How do other departments in the city and city officials view the board?
   a. This question will be asked to get a general understanding of how the board is viewed and how the power-sharing aspect is working
   b. Depending on the answer, I'd like to directly ask about power-sharing and how recommendations by the board get brought up before city council and other departments, and their success rate
4. Who are the key stakeholders in the board?
   a. I will ask questions about service providers, nonprofits who have assisted in the creation of the board, city council members, and any independent advocacy groups
   b. I'd like to ask what the reactions of those stakeholders against the board
5. How did you choose the board members?
   a. I will ask questions about the process of member selection and the philosophy behind it, including diversity, representation, length of term and a succession plan.

   b. I will ask how they outreached people with lived experience of houselessness
6. How is the governance and consensus building going?
   a. This is to ask who takes the lead in running the board and what rule govern the agenda and decisions

Evaluation

7. How have houseless services been impacted by the creation of the board?
   a. This is to ask how they are measuring the success of the board, or measuring change and if there is official evaluation criteria
8. In their opinion, has the creation of the board made an impact on houselessness in their city? Positive or negative?
   a. This is solely to understand my interviewees opinion on the work they have done as this will most likely be a biased answer
9. Are their board's meetings productive and is there consensus-building?
   a. This is where I would ask about theory vs practice as far as understanding whether the structure they built into the board works and if not, what they would have done differently.
   b. Also, because they are a staff person and not a board member, I might have a biased answer, so I think I will also have to speak to a board member to get a better understanding of board meetings
10. Are there any modifications that were made after the board was set up or that you would like to make in the future?
   a. This is to ask the shortcomings of the board and hear about problems that were not noticed at the time of establishment
11. In their opinion, what opinion do the other board members have about the governance and operation of the board?
   a. This is to hear about the diverse opinions about the board (if any other member has strong opinion about the board, we can do an additional interview with the person)

II. <u>Service providers and Lived Experience w/ houselessness (formerly and/or currently unhoused) in the city of Long Beach</u>

1. What do you think of the city's support for houselessness? What do you think is lacking?
    a. This is to reveal the problems and shortcomings of the current policy from the perspective of the service providers or people who perceived the support
    b. I will ask if there are specific areas where the city is not providing support well
2. What would you expect from this board?
3. What attributes do you think should be included in the membership of a new Advisory Board?
4. If persons who have experienced houselessness were to become a member of the board, what would be the barriers?
    a. This is to reveal the obstacles to become the board member such as compensation, frequency and format of meetings or other regulations and what needs to be considered in establishing rules and recruiting in this city's context
5. How has the City's responses to crises been? Their general responses to houselessness
6. What is your relationship to the City, how have your relations with the city been?
7. How much are you being compensated? How has it impacted your ability to participate on the Board? How has it impacted how you qualify for different benefits and outside services?

III. Field Professionals

1. What are the general precautions that need to be taken in establishing a lived experience board?
2. What are the strengths and weaknesses of the lived experience board?

IV. IV. Field Scholars (reference questions from previous sections, as needed)

D. FINDINGS

A. GOVERNANCE

Literature Review on Governance

A review on the existing literature on the structure of governance and management of boards highlights various themes, including: the implementation of subcommittees to address specific issue areas and create power-sharing within the Board; the creation of specific leadership roles within the Board including chair, co-chair, secretary, treasurer positions; and an ex-officio member whose role as is tied to however long they serve in that position.[131] [132] [133] [134] This rhetoric, officially established in Robert's Rules of Order, is often cited and utilized by boards in many different industries and its design inspires mission-driven goals and values in order to keep board activities focused.[135] In the context of the Long Beach LEAB, following these Rules may similarly provide structure and purpose in internal and external operations. In the following sections, we analyze whether a traditional structured governance, like the implementation of Robert's Rules, or rather a flexible operating style has worked more effectively in the execution of the three comparable LEABs.

Document Analysis on Governance

To better understand whether traditional governance structure or a flexible operating style would be more effective for LEAB governance, we looked at the charters from the three comparable LEABs in Santa Clara, Los Angeles, and Orange Counties. The following is a review of what was identified in each board's charter and bylaws.

Santa Clara LEAB offers many comprehensive documents through their website that explicitly outline their goals and missions. They have clearly defined roles and responsibilities for general members, leadership positions, subcommittees, working groups, and non-voting members. Documents show the breakdown of the executive committee to include chair, secretary, treasurer, and community liaisons. Each position is outlined in their bylaws document by the responsibilities that each role carries in addition to a recommended time limit. An accompanying PowerPoint presentation goes

over the points of the bylaws and reasons for including certain decision making. It is clear that this is a professionally created document, even if members of the Board had input.

In contrast, the LAHSA LEAB charter and bylaws were not readily available to the public. A team member was able to review LAHSA's internal documents, and their analysis is as follows. The LAHSA LEAB mission statement charges its members "to provide advice and counsel" to LAHSA and LAHSA's partner organizations regarding houseless services in order to "ensure that the unique voice of those with the lived experience of houselessness is incorporated throughout the Los Angeles homeless crisis response system".[136] Through an online form, organizations are able to request collaboration with LEAB either to: gain their insight and expertise on new or current policy, invite them to events, or request involvement. Consistent with interview responses, LAHSA LEAB's main function is to provide advice to various organizations and provide a platform to those with lived experiences to share their perspective.

LAHSA's LEAB charter includes provisions for two co-chairs who are charged with liaising between the Board and one Advisory Group Coordinator to create meeting agendas, lead meetings, and facilitate communication. Additionally, a secretary is charged with taking minutes during all LEAB-related meetings and tracking membership attendance. The position of treasurer is charged with advising compensation policies, including assisting the Advisory Group Coordinator with structuring the stipend program, supporting fundraising efforts, and finding sponsorships. These four positions attend LEAB executive meetings on a monthly basis to collaborate with LAHSA staff on issues pertaining to the LEAB.

Somewhat similarly, the Orange County CoC Lived Experience Advisory Committee Governance Charter provides a broad outline of the role, responsibilities, and function of their Board. The LEAB is headed by a chair who is also the designated lived experience Orange County CoC Board member. The chair is responsible for establishing meeting agendas, facilitating and coordinating meetings, and providing reports and recommendations from the committee to the Orange County CoC Board. A collaborative applicant (the liaison and staff of Orange County) supports the chair in organizing the Committee. The charter does not outline any other membership roles other than that of the chair. The charter established committee meetings to take place bi-monthly, however the opportunity to meet more often is open depending on the needs of the Committee. Committee meetings are closed and not open to the public. Additionally, the Committee is not an independent

entity but rather is a subcommittee under the Orange County Continuum of Care Board.

It is clear that each of these three LEABs have written intentions to provide structure in their governance through the creation of charters and bylaws. They explicitly outline formal positions as per Robert's Rules of Order with responsibilities and term limits. In the next section, through interviews with members and staff of the Boards, we will explore whether the LEABs practice these intentions in reality, rather than just in theory, and if providing structure in their governance has led to success or instead limits their operations.

Interview Findings on Governance

- *Santa Clara LEAB:*

  The LEAB in Santa Clara County has unique origins which may have contributed to their longevity and relative success in becoming an integral part of houseless services in their county. Five years ago, the County of Santa Clara commissioned a respected non-profit, Destination: Home, that has many years of experience serving the unhoused community in the City of San Jose, to create their LEAB. Chad Bojorquez, Chief Program Officer at Destination: Home who additionally has lived experiences in houselessness, took on this lofty task. He first reached out to members of the unhoused population he worked with and coalesced an informal gathering of individuals. Through the concentrated efforts of the unhoused individuals who made up the board and the expertise of service providers, the Board grew to include more than 10 official positions with an executive committee and chairpersons. While the initial formation of the Board did not have a predetermined structure that included board positions and subcommittees, the members of the Board came together to form a structure that would help them achieve their goals of commenting on policy and offering recommendations. Essentially, their official charter and bylaws were created after the initial members met and came to a consensus on what the Board could look like.

  The Santa Clara LEAB could attest its success to their traditional board setting with official positions and assigned responsibilities that provide organization and structure. However, it is important to note that in an interview with two separate board members, one who sat on the executive committee and one who did not, there seemed to be a discrepancy in experience and the level of involvement. Essentially, creating formal positions may remove some agency or power from the general membership and members may feel that they are unable to share their vision and goals

for the Board if they are not involved in the high-level decision-making process. The board member who had additional responsibilities, Gabriela Gabrian, spoke of the gap in understanding between chairpersons and the Board at large. In her interview, she mentioned that she would like to work to bridge that gap and further involve the general membership. Therefore, while the Santa Clara LEAB has found success in their mission to improve houseless services in the county with a structured board, there may be members who are missing greater opportunities for engagement.

- *LAHSA LEAB:*

  Interviews with board members and LAHSA CoC confirmed that LAHSA operates similarly to their internal charter. In line with their objectives, they have 15 board members with two co-chairs, a treasurer, and a secretary— all of which were amended into the charter by the founding board members. Although there are no subcommittees, they have on occasion created ad-hoc committees for special concerns. The Board consists of diverse representation, but there are no dedicated seats for specific subpopulations such as transition age youth, veterans, etc. The LEAB meets every month for 2.5 hours with the first 30 minutes being closed for only the LEAB board members and the rest is open to other LAHSA employees and partners. Those who want to attend these meetings must submit a request form.

  Upon its inception, the Board was only sparingly overseen by a LAHSA employee with a different primary role and thus was unable to prioritize LEAB's functions. Due to the lack of focused support and guidance, the Board was underdeveloped and ineffective. It was not until August 2021 when LAHSA hired their first full-time, paid Advisory Group Coordinator whose sole role was to focus on the Board and coordinate its functioning, that the Board finally began to delegate efficiently and offer their expertise to the different departments and service provider organizations. It is important to note that the Advisory Group Coordinator also had lived experience as well as experience in advocacy.

- *Orange County Advisory Committee:*

  Through interviews, it was discovered that there were a couple discrepancies in governance structure between what is set in the Committee Governance Charter and what is actually occurring. One of the discrepancies we noticed is that while the charter states that the committee "will consist of no more than 9 members", currently the committee consists of 11 members, including a chair and a co-chair.[137] Additionally, the charter does not call for a co-chair, one was added as need for support to the chair arose. Similarly, although the Committee Governance Charter does not specifically discuss the creation of subcommittees, the Committee members formed two

subcommittees, one whose focus is on pre-housing and the other on post-housing issues.

Key Takeaways

These circumstances indicate that although an established governance structure can assist with initial board implementation, it is important to retain a degree of flexibility moving forward so changes can be made as needed. Additionally, a staff liaison was instrumental to the success and effectiveness of the Santa Clara and LAHSA LEABs; these boards are executing their missions to a greater degree than the OC LEAB at this time.

B. RULES AND REGULATIONS

Literature Review on Rules and Regulations

A literature review on rules and regulations of advisory boards highlighted specific trends for implementation within boards. A recurring theme was the importance of establishing a clear purpose and mission of the Board from which individual goals could be created.[138] [139] [140] Similarly, it is imperative to establish bylaws for the Board to follow and ensure board structure and accountability.[141] Once bylaws are established, it is important to revisit and review them on an annual basis to address any gaps or changes.[142] Additionally, sources suggested the importance of establishing the frequency, length, dates, and times of board meetings in advance in order to set expectations and achieve consistency.[143] [144] Scheduling meetings in advance and requesting member commitment to attending all or most scheduled meetings is recommended in order to encourage planning ahead and increase attendance.[145] In addition, all meeting agendas should follow a similar template and be created prior to board meetings in order to ensure meetings remain focused and on target.[146] Sources also suggest the importance of documentation, especially meeting minutes, in order to ensure transparency of meeting content and access for review by any absent members.[147] [148] [149]

In regards to consensus building, various components promoting member engagement were identified, including: creating space for all members to

express opinions and/or concerns in an unconditionally constructive manner, while withholding criticism; allowing space for members to express own interests so everyone can do so equally, yet strive to generate options that create mutual gains; participating in active listening; allowing for disagreements without being disagreeable; and seeking and striving for unanimity.[150] Rules and regulations work closely with styles of governance to ensure the success of the Board in its goals and mission. The following sections analyze which combinations of rules and regulations have led to success for the three comparable LEABs.

Document Analysis on Rules and Regulations

The Santa Clara LEAB does not have strict requirements for participation. The Santa Clara LEAB states in their bylaws document, that participation, especially in subcommittees and working groups, is voluntary and that members have flexibility in how much time they can allocate towards involvement.[151] However, the Bylaws state that members are advised to consider project timelines and their capacity when involving themselves in projects. Additionally, there is a section in the Bylaws that outline the necessity of a quorum for decisions to be made or an activity to occur.[152] They also highlight "Robert's Rules of Order" in order to formalize voting procedures, which they signify is important for collaboration and effective communication.[153] The Bylaws include a formal Code of Conduct that outlines antiracism as well as zero tolerance for harassment in any form.[154] Harassment, they've identified as discriminatory behavior, personal harassment, sexual harassment, bullying, and poisoned environment.[155] The last one is particularly interesting as it denoted an intolerance for any kind of activity or behavior that creates a hostile environment for members and staff.[156]

LAHSA's LEAB Charter includes holding monthly two-hour and thirty-minute meetings. Decisions are made by quorum voting with all members present needed. Members are able to vote on creating subcommittees and ad hoc subcommittees. Members who attend meetings, community events, working groups, and similar events must submit an event report to the Advisory Board Coordinator at least one week before LEAB meetings, as well as documentation of attendance. According to the Charter, members who miss three meetings in a row will be presumed to have resigned and be dismissed from the Board. With that said, the Advisory Group Coordinator will attempt to contact individuals to resolve the situation prior to dismissal.

However, interviews with LEAB members suggest consequences have rarely occurred, if ever.

Under the Orange County CoC Lived Experience Advisory Committee Governance Charter, members can voluntarily resign with prior notice to their governing body, the CoC Board. The member's term is attendance-based– similar to LAHSA's policy, members who miss three meetings in a row will be presumed to have resigned and will be dismissed from the board, but finalized only after a majority vote of present members and after other members have attempted to reach out to the member in question. Outside of the attendance-based policy, members can be removed from a two-thirds vote. In general, a quorum vote requires all members to be present in order to make decisions.

Interview Findings on Rules and Regulations

- *Santa Clara LEAB:*

  From interviews with Chad Bojorquez, Chief Program Officer at Destination:Home and liaison between Santa Clara County and the LEAB, we found that there are no strict limitations for joining and staying on the Board. There is an easy application process, and members simply have to have previous lived experience of houselessness, not quantified by a predetermined set of time. Members attend two board meetings, which meet once a month for two hours. In interviews with board members, they mention that after initially attending two meetings, the members of the Board at large vote together to accept the individual. There has not been a time when someone was not accepted into the position. The Chair of the board helps set the agenda and then the voting members, essentially anyone who has lived experience and who is not there in a facilitatory or staff capacity vote on the issues at hand.

  Interviewees of the Board mentioned that at first the Board itself was very informal, with Chad only recruiting a couple of members and speaking about the intention of LEAB over a meal. Over the course of a year, more formal meetings took place and there were standards that were established. However, it seems that the Board members choose which level to participate in at their own discretion. If they would like additional responsibilities, they would advocate for themselves to be a part of the committees and subcommittees that are dedicated to specific issues within houselessness, like housing.

- *LAHSA LEAB:*

  LAHSA's LEAB has a living charter that board members are able to amend with a majority vote. The initial pre-written charter that LAHSA introduced

to the founding board members lacked structure and had to go through several revisions. The board members' biggest concern was the lack of compensation instruction, a portion they had to implement themselves while they were still learning how to operate. There are no stringent rules in order for board members to maintain their membership.

- *Orange County Advisory Committee:*

  From the interviews conducted with Orange County CoC Lived Experience Advisory Committee members, we gathered that the rules and regulations as stated in the Committee's charter stand true in practice, with one exception. Though the Committee Governance Charter initially suggested bi-monthly meetings, currently the committee meetings are held on a monthly basis. Interviewees felt that the need to meet bi-monthly as stated in the Committee Governance Charter was there, however encouraging attendance has been challenging. This points to the importance of both maintaining flexibility and the need to address barriers that may be limiting members' attendance.

Key Takeaways

We found that although the Charters for the LEABs outlined attendance and participation policies, there was a lot more flexibility for members. Essentially, the charter was used as a tool for guidance but not strict adherence. If members felt they could be more involved in these LEABs, they frequented meetings more often or joined subcommittees and working groups. If they were not able to participate at the level they anticipated, they had opportunities to reconcile or reconsider their involvement without punitive action.

C. BOARD MEMBERSHIP AND RECRUITMENT

Literature Review on Board Membership and Recruitment

The literature review of board membership and recruitment points to a few key components. First, it is important to establish specific board membership eligibility criteria that reflects the goals and intended mission of the board.[157] The size of the board is also important and members should consider the number of individuals that would maximize community representation.[158] Additionally, a board that is too small or too large, can lead

to a decrease in efficiency and basic functions.[159] [160] Another important aspect of board membership is term length and term limits, which are often 2-3 years per term and 1-2 consecutive terms as limits.[161] In regard to recruitment, it is imperative to recruit for diverse representation to ensure various perspectives are considered and uplifted by the Board.[162] When conducting initial recruitment it is important to consider the expertise and resources each member could bring to the Board that would contribute to its goals and missions.[163] [164] Doing so enhances the efficacy of the Board. Once new members are recruited, it is crucial they are provided with orientation and training and are introduced to the purpose, goals, and functions of the Board and their role in it.[165]

Document Analysis on Board Membership and Recruitment

LAHSA's LEAB charter requires that members be diverse in their geographical region representation, specifically requiring at least one member from each of the eight Service Planning Areas (SPAs). It also required that the membership comprised diverse subpopulations such as— but not limited to— LGBTQ, veterans, and families as well as system access representation such as— but not limited to— those in interim housing, rapid re-housing, and permanent supportive housing. Unlike the SPA requirement, the subpopulation representation and system access representation was not enforced through dedicated seating.

The Santa Clara LEAB Bylaws offers a similar structured approach to membership and recruitment as it does with governance and rules and regulations. The Bylaws show that the Santa Clara LEAB has a Welcome Subcommittee which is charged with supporting the membership chair with recruiting, conducting interviews with, and providing support to potential LEAB members. The Bylaws also include a "Diversity Mechanism" which states the Board's efforts in having a diverse membership that includes representation on, but not limited to, LGBTQ+, former foster care, geographic representation, etc.

Similarly, the Orange County CoC Lived Experience Advisory Committee Governance Charter outlines specific guidelines for ensuring diversity and representation in committee membership. The Committee Governance Charter suggests membership should be representative of the following regions and subpopulations: individuals from each service planning area (North, Central, South), parents with children, veterans, Transitional Aged Youth (TAY), LGBTQ+, domestic violence survivors, those who are BIPOC,

and those with behavioral health or disabling conditions. Although no specific recruitment practices are outlined in the Committee Charter, the Charter does establish new member guidelines including the need for new member orientation where members are provided orientation materials and are required to review the CoC Board Governance Charter and the Committee Governance Charter.

Interview Findings on Board Membership and Recruitment

- *Santa Clara LEAB:*

  When the Santa Clara County LEAB first met, it was an informal gathering of a few individuals identified by the organization Destination: Home as being a good fit to provide expertise from their lived experience. Staff members from the non-profit, headed by Chad Bojorquez, Chief Program Officer, met with individuals in two to three sessions over lunch and discussed the idea for LEAB and what this advisory board could look like. Once meetings were formalized and the first council was created, they did not have trouble attracting or retaining more members. This was in part due to the flexible guidelines for becoming a member and continuing to be a part of the Board.

  The Santa Clara County LEAB is unique in the sense that there is a trusted and credible nonprofit organization that is drawing from its pool of individuals served in the community to join the Board. This may skew the type of individuals who join the Board, but perhaps in a positive way. These individuals have already gone through the system and are familiar with protocols and procedures related to seeking housing and supportive services. However, having only individuals who have sought this help may isolate individuals who are already incredibly disenfranchised and are not on the radar of city and county support and services.

- *LAHSA LEAB:*

  A LAHSA committee led by the Chief Program Officer and LEAB's Group Advisory Coordinator select and appoint members of LEAB from the applications received. LAHSA partners and providers were able to nominate individuals for the position. Although the LEAB members were not involved in the appointing process, they were able to give their feedback on the application process.

- *Orange County Advisory Committee:*

  In comparing the Committee Governance Charter and information gathered from interviews, the diversity and representation guidelines for membership seemed to align. Although the recruitment process was not specified in the Committee Governance Charter, the interviews provided some clarity as to their initial recruitment process. To recruit committee members, the County sent announcements about the committee to different providers and groups via existing email distribution lists. Candidates were encouraged to apply by submitting an application form. The application form asks candidates to self-identify which service planning area they associate with along with the subpopulation they are a part of. Additionally the application asks about the applicant's experience, their interest in participating, and their potential contributions to the Committee.

Key Takeaways

A couple of charters suggest using demographic data to ensure the board is reflective of its community. However, most found success in recruitment through stakeholder engagement and nominations. To address some of the limitations of these Boards to attract members that are greatly disenfranchised, the findings suggest that open call applications are also needed.

D. COMPENSATION

Literature Review on Compensation

The literature on advisory board compensation widely suggests that membership in advisory boards is typically considered an unpaid volunteer position, thus explicit compensation is not always often offered.[166] However, sources suggest that compensation can positively impact member retention, promote professionalism and economic diversity, reward valuable time and contributions, and promote accountability.[167][168] Though monetary compensation is highly recommended and preferred, when funding is not available, other ways to compensate members include offering training to new members, offering other forms of community involvement for members,

providing access to information and resources, ensuring members' ability to influence decision-making, and ongoing recognition of members' contributions to the Board.[169]

Document Analysis on Compensation

LAHSA's compensation procedures for LEAB consist of three compensation options: 1) opting out of compensation, 2) accepting a limited annual compensation of less than $600 in gift cards without 1099, and 3) accepting annual financial assistance above $600 with 1099. Under the third category, there are three tier levels depending on participation. Tier One consists of members who meet monthly on an annual basis including special meetings. They receive $750 annually plus $25/hour for special meetings. Tier Two consists of members who meet monthly on an annual basis as well as up to three community engagement activities per month. These members receive $1,750 annually. Tier Three consists of members who meet monthly on an annual basis, attend up to three community engagement activities per month, and serve on the executive team. These members, which include the co-chairs, secretary, and treasurer, receive $2,500 annually. LEAB members are required to submit a tracking form for compensation. Compensation includes mileage reimbursement, parking validation, and metro cards.

Both the Santa Clara Bylaws and Orange County CoC Lived Experience Advisory Committee Governance Charter do not include sections on compensation.

Interview Findings on Compensation

- *Santa Clara LEAB*

  The Santa Clara LEAB provides their members compensation for time and labor in the form of gift cards and meals during meetings. Interviewees like John Duckworth, LEAB general member, mentioned that with formal compensation in the form of a small stipend, his rent increased and his food stamps decreased. This means that while he is receiving monetary funds for his expertise, he still needs some form of welfare, and receiving compensation from the Board is affecting his ability to do so. Gabriela Gabrian, another LEAB member, one who sits on the executive committee, believes that individuals who join the Board should not do it for compensation but rather for the experience, and is worried that compensation will attract individuals who do not want to create change within their City and County's systems. It is important to note that the Santa

Clara County LEAB will have additional funding coming in from the City of San Jose and the County estimated at $200,000 in the next year or so due to their successes. Chad Bojorquez, who staffs the Board in an official capacity, spoke about potentially paying the individuals on the Board who sat on subcommittees an additional amount to compensate them for their special expertise on various issues. He did not mention how much this could be and if there was a plan to make sure those resources would be non-exhaustive.

- *LAHSA LEAB:*

  According to various interviewees, when the LEAB was first established and the Charter was underdeveloped, the biggest issue members had with it was its omission of compensation. This left new board members to develop the important aspect of the charter while still in the process of learning to operate. After compensation was agreed upon, years later, LEAB members voted to increase pay, and are now getting paid $25 per hour. Their compensation system consists of three tiers: a) no compensation, for those who would prefer to volunteer their time rather than get paid, b) executive tier, usually for members that held a position such as co-chair that were being compensated over $2,000/year, c) "not sure what the name is," who receive under $600/year.

  The amount received depends on how active the board member is and how many hours they decide to dedicate. For example, co-chairs may make more since they attend more meetings. They are required to attend at least two meetings per month— the general LEAB meeting and a leadership meeting with the coordinator and Chief Program Officer. LEAB members may also attend events, meetings, and seminars. LAHSA pays members for participating in different events. Some of the event host organizations will occasionally add additional compensation.

  With that said, it is common for board members to be disqualified from their assistance due to their compensation, especially members who are more involved. All the board members are able to opt in for legal support if their assistance is at risk. It is estimated that more than half of the board members receive benefits. Many LEAB members have full-time jobs and have to utilize their vacation time to attend to their LEAB responsibilities while staying financially okay.

- *Orange County Advisory Committee:*

  The Orange County Lived Experience Advisory Committee Governance Charter does not include a compensation structure. Orange County's staff and committee members are currently working to establish a compensation

plan which will include how to compensate and how to access funds. Interviewees clarified that creating this compensation plan has presented challenges and they therefore suggest that a compensation plan be created before the start of a new LEAB. The CoC Collaborative Applicant did not provide any potential amounts or structure of compensation however the co-chair suggested that a monthly $125 Visa gift card would be a reasonable form of compensation, which would compensate for the monthly meetings and any subcommittee meetings.

Key Takeaways

Compensation for board members in these three counties is irregular and infrequent, and there are additional barriers because compensation impacts the amount of welfare benefits received. Because other guidelines and rules in the charters seem at least moderately enforced, the findings suggest it is imperative to include compensation models in the charter that are appropriate for members to ensure their time and labor is not exploited. The CoC and staff liaison should work with board members to explore which option works best for them.

E. BOARD TERMS

Literature Review on Board Terms

The literature review on board terms points to the importance of establishing specified term length and term limits to promote egalitarian governance. Establishing both term length and term limits sets expectations from the start and provides participants a roadmap for their potential involvement in the Board. Setting term length can help with participant retention while term limits creates opportunities for bringing new perspectives as well as reduces opportunity for perpetual concentration of power to occur. [170] Though there is no consensus as to the best length and limit of terms, 2-3 year terms and 1-2 consecutive term limits are generally recommended.[171]

Document Analysis on Board Terms

Under the Santa Clara LEAB Bylaws, the six leadership roles, consisting of the chair, secretary, treasurer, membership chair, community liaison, and policy and advocacy chair, have term lengths of two years with no limit on the number of terms an individual can serve. The Bylaws highlight time estimations for each position, ranging from 5-8 hours per month, excluding the chair position which is estimated to dedicate around 12 hours per month.

LAHSA's LEAB Charter underlines an attendance-based membership, which requires LEAB members to serve for two-year terms— the last six months being dedicated to recruiting applicants to replace the existing member. Co-chairs serve one-year terms for up to two consecutive terms and may not be voted back for additional nonconsecutive terms in the future. The secretary and treasurer positions are one-year terms with no limit on the number of terms.

The Orange County Lived Experience Advisory Committee Governance Charter states that initial committee members would be randomly assigned terms of either two or three years and after the initial term, all members would be assigned three-year terms. There is no specification on term limits.

Interview Findings on Board Terms

- *Santa Clara LEAB:*

  Santa Clara County, while now established and successful in the expertise and policy recommendations they provide to the City and County, has had members who have been there from the beginning, meaning five years. One such member, John Duckworth, is not a member of the executive committee despite his long residency on the Board, but was able to provide valuable input into the constant evolution of their LEAB. Because the LEAB started informally, there is value to his observations which have witnessed the growth of the Board and how it came to be fully functioning with over 30 voting members. In this sense, there is an argument to be made to have longer serving board members, or perhaps individuals who can act in advisory capacity once their term limit is up.

- *LAHSA LEAB:*

  According to interviewees, there are no strict term commitments within the LAHSA LEAB. Current practice is that membership continues until resignation; that is, LEAB members can continue being on the Board for however long and until they choose to resign. However, board members do need to reapply every year as they are guaranteed to be approved to keep serving on the board. Although the Charter suggests that once co-chairs serve one-year terms for up to two consecutive terms that they may not be voted back for additional nonconsecutive terms, interviewees suggested that such a policy is not enforced and executive members tend to exceed the term limit.

- *Orange County Advisory Committee:*

  In comparing the Committee Governance Charter and the information gathered from interviews, it appears that the board terms as specified in Charter have been implemented in practice thus far. Indeed, during the first committee meeting, the Committee members were randomly assigned to 2-year or 3-year terms. Because the Committee has been operating for less than a year, any discrepancies between board term guidelines and practice have not yet come up.

Key Takeaways

The Santa Clara and LAHSA LEAB have specific board terms and lengths outlined in their Charters. However, in practice, several members have sat in their positions beyond their allotted time. There doesn't seem to be any visible consequences to this as the literature review suggests, rather having multiple years of knowledge on the Board was helpful to our findings. It may be feasible to have honorary or advisory roles on the Board to retain this knowledge but ensure there is room for new member growth by creating advisory roles without voting power.

F. PROFESSIONAL AND PERSONAL DEVELOPMENT

Literature Review on Professional and Personal Development

Sources point to the importance of including professional and personal development as a component to board membership.[172] Including professional and personal development opportunities not only supports and empowers members on an individual level but it helps build the Board's overall capacity and effectiveness. Creating opportunities for personal and professional growth brings forth benefits to the Board as a whole and, as sources point out, it is not only beneficial but necessary to maintain board functioning.173

Document Analysis on Professional and Personal Development

The Santa Clara LEAB Bylaws include a Professional Development Subcommittee which is charged with identifying opportunities for professional and personal development and potentially creating a competency training curriculum to advance board professional growth.

According to the LAHSA LEAB Charter, the Advisory Board Coordinator supports the LEAB with training and resources. LEAB members are encouraged to attend community events.

In regard to the Orange County Lived Experience Advisory Committee, their Governance Charter highlights the Committee's responsibility to create forums, meetings, and events that engage unhoused or previously unhoused individuals in the community, however offer no specific guidelines for additional professional or personal development of Committee members.

Interview Findings on Professional and Personal Development

- *Santa Clara LEAB:*

  In multiple interviews with LEAB members and Chad Bojorquez who staffs the Board, the importance of providing both professional and personal development for its members was mentioned. Specifically, Chad Bojorquez mentioned that he would like to see members not only sit on other City and County boards to provide their expertise, but also to speak professionally about their experiences in other capacities. Gabriela Gabrian, LEAB executive

member, felt that she has gotten twice out of the Board what she has put in. As an immigrant, she spoke of the agency and confidence the Board has given her, as well as providing a platform to share her ideas and the changes she would like to see in her community. She expressed a feeling of authority in her ability to speak about not only houselessness issues but on other policy areas, and attributes that authority to her position on the Board and her own advocacy to gain a seat on the executive committee and being a leader amongst her peers. While the main functioning of the Board is for members of the unhoused population to give feedback and recommendations to the City, it is important to think of LEAB as a measure for change and growth for individuals as well.

- *LAHSA LEAB:*

  LAHSA LEAB members have the option of attending workshops, meetings, and events where they are able to engage in discussion, offer their feedback and expertise, or learn about developments in houseless services. At these various meetings and events, the LEAB provided advice and feedback to LAHSA's partners and providers, sharing their perspective on current and proposed policies.

  Currently, there is LEAB training at the time of interviews during the application process. However, the first few years after its establishment, the LEAB lacked any professional and personal development opportunities. In response to a past incident, the Board recently began receiving training on trauma-informed communication and team-building, which members have acknowledged as being very helpful for operation. Such training is something members believe would have been beneficial from the beginning. Additionally, it is important to note that the LAHSA LEAB does receive meeting conduct training from a third party organization, although it is not currently included in the charter.

- *Orange County Advisory Committee:*

  Although the Committee Governance Charter outlines some member responsibilities that can contribute to members' professional and personal development, the Charter excludes explicit training provisions or other forms to encourage professional and personal development. The Committee offers initial training for committee members about how to present the story or make recommendations to the CoC board, but no further support for professional or personal development is offered.

E. Evaluation of Criteria Spreadsheet

GOVERNANCE

subcommittees - dedicated seats for subpopulations - quarterly city/service providers present to board - themed board meetings (housing, jobs, transportation, wrap-around services) - facilitation by third party (service providers, city appointee) - titles: chair, vice chair, executive council - members vote - no titles - quorum for passing policy recommendations/ unanimous decision for reaching decisions

	#1 Trauma Informed	#2 Administrative Feasibility	#3 Representation & Equity	#4 Political feasibility	#5 Efficacy
A. Structured	Structure is supportive for individuals who have experienced trauma. At the same time, there is concern that a structure can be too binding and not flexible enough to adapt to accommodate trauma needs and sensitivity (ie: attendance and absences).	Structure encourages smooth administration because the responsibilities of the members are clear and the decision-making process is clear. It also increases the predictibilty of the board.	The presence of subcommittees ensures that a variety of issues and demographics (ex. TAY, COVID-19, racial equity, etc.) are being addressed with dedicated attention, especially if there are members charged of leading the subcommittees.	Structure in the form of a traditional board may resonate well with city officials who understand and respect a hierarchical setting. If city officials understand the processes and environment in which policy recommendations are made, they may be more likely to accept and implement changes as well as respect its origins	A strong structure with a form of power-hiararchy, such as chairs or an executive council, allows for quicker and more efficient than having a lack of structure. Dedicated roles also designate responsibility and therefore accountability to members to ensure that tasks are being carried out. On the other hand, there is a risk of falling into bureacracy.
B. Unstructured	An unstructured form of governance can be trauma-informed in that it includes CHOICE, but at the same time, it can lead to an unstable foundation at the start, which is not trauma-informed. An unstructured form of government *can* be trauma-informed, when members are able to fully exercise choice to create a process together.	It is unclear who takes the initiative in administrative actions such as convening the meetings, setting agendas motioning decision-makings, making it difficult for the board to operate in a stable manner. However, if there are members no longer able to efficiently fulfill their responsibilities, they are able to resign and be replaced with members who have the capacity to fulfill those responsibilities.	With an unstructured form of governance that lacks subcommittees and themed board meetings, issues and demographics may be overlooked and unaddressed. However, having all members on an even power platform allows for equal representation on issues, reducing potential bias.	A board without structured governance from the beginning may invite dissaray and may take time to organize. As this is the first iteration of such a board, political entities and city staff that are watching closely may not have the capacity to wait for organization and structure. This may undermine the Board from the beginning and lead to less political strength.	Encourages each member to be actively involved in the board and prevents discussions from becoming formalistic.

RECOMMENDATION

Having some sort of baseline structure will be helpful to provide stability at the start (critical for trauma-informed practices), but not everything should be given from the start: it should include choice and self-determination for members.

RULES AND REGULATIONS

attendance obligation- identification of membership (self-identify as having lived experience or require evidence)- confidentiality in selection process and non-disclosed in public board materials - ongoing, qualitative interview application - who picks new members (entire board or executive council/chairs) - how to choose a chair and executive council - establishing a quorum for passing policy recommendations / unanimous decision for facing decisions

	#1 Trauma Informed	#2 Administrative Feasibility	#3 Representation & Equity	#4 Political feasibility	#5 Efficacy
A. Rigid	It is not considered trauma informed to force rules that do not allow flexibility, understanding, and adaptability. At the same time, structure = safety in knowing how things will be and being able to plan accordingly.	Administrative costs are lower if the rigid rules are set in advance, since there is no need to discuss ad hoc responses.	In order to ensure diversity of opinions, rules should be established for the various situations of members and every member should be given equal opportunity to speak.	Similar to governance, having rigid rules and regulations may resonate well with city entities and services. They may view the Board as being one of their own systems rather than an experimental entity.	The board can likely start more quickly with rules and regulations and operating procedures already in place. It might, however, end up not being the best system for the particular board members/ this specific board, which would limit efficacy.
B. Flexible	Having rules that are more flexible and adaptable for things like attendance fosters understanding about people's unique circumstances and situations. At the same time, having very lax rules can be *too flexible* and lack structure, which can inhibit feelings of safety and trust.	More need for administrative hours and support from the liaison role.	Having a more lax set of rules and regulations allow for flexibility and the ability for the LEAB to approach topics and issues on a case-by-case basis. However, having a lax set of rules and regulation may not be time efficient as there are no set procedures when approaching issues.	Having few rules and regulations may be frowned upon by the City and officials because those entities are hyper-aware of liability and other issues surrounding a more relaxed Board. They may fear that the Board cannot function without greater oversight and this may lead to less autonomy for the Board.	The board would likely have a slower start with lax regulations and rules to start, as it would need to take time to set them up. That could create an experience of bonding and unify the group, however, which is needed to build efficacy over time.

RECOMMENDATION

More relaxed rules for things like attendance, participation and self-identification; more rigid rules for safety, opportunity, inclusion, voice in the form of a code of conduct and harassment policies.

BOARD MEMBERSHIP AND RECRUITMENT

diversity - inclusive membership - vetting process - seats reserved for specific subpopulations? - specific number of people on the board? - provider-nominated or open call?

	#1 Trauma Informed	#2 Administrative Feasibility	#3 Representation & Equity	#4 Political feasibility	#5 Efficacy
A. Nominated by providers	Could be helpful in that it brings in people who are more "ready" and "prepared" for the position. Could invite in people who do not feel comfortable self-identifying or self-nominating.	Obtaining LEAB applicants through provider nominations ensure that the applicants are vetted, knowing that providers can vouch for their expertise, work ethic, and insight.	ZProviders know their clients, and can make special efforts to reach out to particular populations that have been pre-identified in this report. It can also include bias as to who they are recommending or not recommending, based on their experiences working with that client. Those who have never received services from providers do not have the opportunity to participate.	Having members nominated by service providers will not only be supported by city officials and staff, but also it will allow for greater integration and involvement with existing city services. City officials are affiliated entities are more likely to trust the expertise of board members that have been vetted by service providers as these individuals will also have had experience moving through the system in addition to already having a relationship with the City.	Providers can share a list of people they have pre-determined to be "good fits" for the board. Some of these individuals may have previous experience on boards, or specific skills relevant to add. This could lead to early ease of board functioning and higher efficacy.
B. Open Call	Not exclusive or limiting.	Will take time & resources time to vet applicants, particularly applicants who are not known already by service providers.	Having an open call recruitment style gives opportunities to a more diverse pool of people with lived experience. Relying only on provider nominations may create bias and may not effectively capture applicants reflectant of the City's unhoused population.	While city officials may be supportive of any individual with lived experience serving on the Board, they may be more hesitant to listen to and implement changes to the City's policies if they do not have a previous relationship with that individual. In other advisory boards, members traditionally have some connection or have already served their community in some way. While some of the individuals who respond to open call may have previous experience, it is less likely that they have the capacity to serve or have intricate knowledge of City services and policies.	Having open call recruitment may not lead to efficient processes and internal operations because it involves not only a more complicated vetting and hiring process, but also individuals who come from the open call may need a more in-depth orientation that takes time. Expanding the pool of candidates helps recruit members with more diverse views, which may improve efficacy in terms of outcomes of the board.

RECOMMENDATION

A combination. However, nominations by providers should be seriously considered, and trauma-informed vetting processes for non ex-comm board members should be undertaken. It is integral that the recruitment process works to select a diverse group of candidates from different backgrounds (including Black Woman, Disabled, Parent, Older Adult, TAY/ youth -- this is not all encompassing).

COMPENSATION

compensation/meeting- compensation/monthly stipend - transportation and other fees paid for, meeting meals - support - dedicated, paid staff person (preferably with lived experience)

	#1 Trauma Informed	#2 Administrative Feasibility	#3 Representation & Equity	#4 Political feasibility	#5 Efficacy
A. Hourly	Hourly pay is not a trauma-informed option as it does not take into account needs that come up, barriers to participation, and flexibility of unique situations.	If members are compensated based on actual hours contributed, each member must report the time spent in meetings and other activities, which is a little time-consuming and requires administrative costs.	It may be fair to provide compensation based on the hours contributed to the board. However, it is necessary to ensure that those who can participate more in board activities do not have a larger say than those who cannot.	f the total hours contributed by each member exceeds the initial forecast, the total compensation may exceed the original budgeted amount. In such a case, there is a budgetary concern.	Receiving an hourly income may incentivize LEAB members to attend general meetings, get involved in the community and other CoC-related events, as well getting involved in subcommittees if existent. Hourly compensation also allows members to control how much they earn in order to prevent disqualification of benefits or to increase their income in periods of need.
B. Monthly Stipend	Having a consistent monthly stipend can provide members with the security of having a consistent flow of income, which is helpful especially for members who may still have financial problems.	A consistent monthly stipend is easy to manage.	The security of having a consistent flow of income may encourage people from diverse situations to apply for the board member, regardless of financial or work situation. This will strengthen the diversity of the board.	CoC General Membership may be concerned that a stipend will discourage members from attending an optimal amount of meetings or that there may be a lack of incentive to increase involvement.	Having one form of payment, in the form of a monthly stipend may provide consistency in internal operations and procedures as well as streamline the function of each board member and their allotted tasks. If they are all getting paid monthly regardless of their time commitment. However, it may introduce inconsistencies in how much each individual spends on specific projects, which may delay overall policy recommendations.
C. Tier System	Based on the member. This could make it so some people do not feel comfortable identifying how much they are working, but it can also lead to flexibility, autonomy, and awareness for all parties.	A tier system is more difficult to manage as the compensation amount differs depending on the member.	The tier system gives LEAB members the option to choose the payment method they prefer depending on the hours they choose to put in to their role. However, under a hierarchal governance, those who are in chair and executive positions may make more than those who do not hold positions. The tier system can be beneficial to members receiving benefits as exceeding an income cap may interfere with their eligibility to continue to receive services.	This may be more difficult to secure, as it requires more tracking, more logging/ data collection, and CoC/ liaison support. That could discourage city officials from wanting to go this route. This is, however, the route that focus group members voiced preference for.	A tier system may introduce complexity in a negative sense. With different members getting paid differently, it may influence members to participate less consistently than their counterparts which could mean that some projects or policy recommendations take more time to complete.

RECOMMENDATION

We recommend board members are paid with actual money, not gift cards. Monthly stipends seem to be the most criteria-vetted option. These must be checked with an individual to ensure it does not disqualify them from receiving benefits. There may also need to be plans in place for leaves of absences.

BOARD TERMS

1 year commitment - 2-3 year assigned terms -no term commitment, memberhsip is fluid and flexible

	#1 Trauma Informed	#2 Administrative Feasibility	#3 Representation & Equity	#4 Political feasibility	#5 Efficacy
A. Term Commitment	Fosters and encourages sustainability and stability.	Although term commitments create a dependable membership in order for the LEAB to effectively fulfill its function, the lack of flexibility may force members experiencing obstacles or changes in their personal life to continue their role despite not being able to contribute effectively.	Term commitments may encourage periodic turnover of members, which provides a good opportunity to incorporate new opinions and prevent board mannerisms.	Stakeholders may want to prefer term commitments to ensure that the board is consistently staffed.	Having term commitments ensures that members have adequate training, the board is consistently staffed, and decreases turnover rate.
B. No Term Commitment	Having no term committments gives strong understanding as to how circumstances are change, and flexibility is needed.	Without term commitments, turnover will occur irregularly as members leave the board. If recruiting activities to fill in are conducted irregularly, it will increase administrative costs.	No term commitments allow members who undergoing different life experiences, such as parenthood or unexpected harships, to withdraw their responsibilities in order to prioritize other aspects in their life, which may include basic survival.	Stakeholders may be concerned that a lack of term committments will lead to nobody working on the board, or taking it seriously. At the same time, stakeholders could prefer weak power for the board.	No term commitments may cause difficulties in LEAB functioning and may increase the chance of having a high turnover rate.

RECOMMENDATION

Term comittments. This provides sustainability, allows for greater investment in members, and fosters more stability and trust within the board. It also allows for a stronger development of rapport and relationships, both internally within the board, and externally, with stakeholders.

PROFESSIONAL AND PERSONAL DEVELOPMENT

open-ended discussion/space/support - professional development - site visits (immersion in community) -platform to present/train to service providers (positioning lived experience as expertise) - space to translate experiences into policy

	#1 Trauma Informed	#2 Administrative Feasibility	#3 Representation & Equity	#4 Political feasibility	#5 Efficacy
A. Mentorship & Support	Offering mentorship and support would fulfill the trauma informed criteria as it creates a source of professional development for folx who may not have access otherwise.	Mentorship and support to members of the LEAB could present administrative challenges, however establishing a program/structure where members are paired with city staff could create fluidity.	Providing mentorship and support opportunities allows for representation from a more diverse group, whose time on the board (and long-term future) can be supported by staff.	Providing mentorship and support may further involve City officials and staff which could have a positive impact on the board. It would allow city officials and staff to get to know board members better as well as allow them to participate more in the board itself.	It could be said that an emphasis on mentorship and support could take away from the main functions of the Board, which is to provide recommendations that improve homeless services in the City. However, it can also be said that further investing in board memebers ensures greater output and recommendations. If board members are able to further develop and utilize their skills and expertise, it would be a benefit and asset to the Board at large.
B. No Emphasis	Not emphasizing professional and personal development would fail the trauma-informed criteria, as it would extract experiences without making opportunities for growth and development.	Not offering opportunities for personal and professional development would not add any administrative barriers.	Not offering opportunties for personal and professional development would not make strides towards creating representation and equity, particularily because it does not encourage folx with lived experience to step into spaces to practice personal and professional development.	Without an emphasis on professional and personal development, city officials and staff may come to see the board members as one-dimensional. They may not be further invested in developing and accepting the expertise of these individuals. It may be difficult for city staff and officials to understand that this board can function not only to provide policy recommendations, but also empower individuals with lived experiences in homlessness.	Solely focusing on board members as existing experts and harnessing their lived experiences could potential capitalize on the efficiency of internal operations and procedures. If more time is spent only on advising on policy matters and not personal and professional development, it is possible that it would be the most efficient use of the Board's time.

RECOMMENDATION

Mentorship, support, and professional development should be serious undertakings of HSB for this board. They require investment and trauma-informed procedures.

G. JOB DESCRIPTION FOR LIAISON ROLE

Lived Experience Advisory Board
Liaison Role

Duties & Responsibilities

- Support recruitment process for new LEAB members
- Design meeting agendas in collaboration with the LEAB Chair/Co-Chair/ Secretary
- Facilitate planning meetings for LEAB leadership team, in advance of regularly scheduled committee meetings
- Collaborate with Chair/ Co-Chair to facilitate and coordinate board meetings
- Provide new members orientation & materials
- Carry out administrative tasks including, but not limited to: designing and disbursing meeting presentation and materials, taking meeting minutes, coordinating meeting dates and times, providing follow-up communication on actionable items, and providing technological support for virtual meetings, in collaboration with the Chair/Co-Chair
- Act as a liaison between the City of Long Beach/ HSB/ CoC and LEAB
- Provide training and resources to help equip board members with helpful knowledge to operate the Board
- Coordinate and schedule presenters and special guests for board meetings, along with site visits and trainings
- Track and manage compensation provision for board members
- Serve as support for board members

Desired Background & Skills

- Lived experience desired
- MSW/ Social Services background desired
- Background in trauma-informed care
- Experience working with unhoused individuals
- Administrative experience

This position reports to the LEAB members, and to the Director of the Long Beach Homeless Services Bureau.

G. CITY OF LONG BEACH LEAB CANDIDATE INTEREST FORM

City of Long Beach Continuum of Care
Lived Experience Advisory Board
Candidate Interest Form

The Lived Experience Advisory Board (LEAB) is an assembly of people who are currently experiencing houselessness and/or have previously experienced houselessness in their lifetime. This LEAB is intended to ensure that the voices and perspectives of individuals with current and/or past lived experience of houselessness are heard and considered in the decision-making process for service provision within the City of Long Beach. The LEAB will provide a structured way to share recommendations and feedback of city policy, programs, and services. For more information on the Board, visit [LEAB website TBD]. To submit your application or if you have any questions, please contact the Long Beach Homeless Services Bureau (HSB) at [HSB email] or call [HSB phone number]. Thank you for your interest.

Date: _____

Name: _____

Phone Number: _____

Email: _____

(continued on next page)

1. The HSB aims to build a diverse & inclusive Lived Experience Advisory Board. Please check any of the following categories you identify with. Please note: this information will not be held against you nor impact your eligibility for benefits. Select all that apply:

☐ Veteran or served in Armed Forces
☐ Current or past experience in foster care
☐ Immigrant experience
☐ Substance use lived experience
☐ Criminal legal system experience
☐ Are Transitional Aged Youth, 18 to 24
☐ Black, Indigenous and people of color
☐ Identify as a woman
☐ Other _____

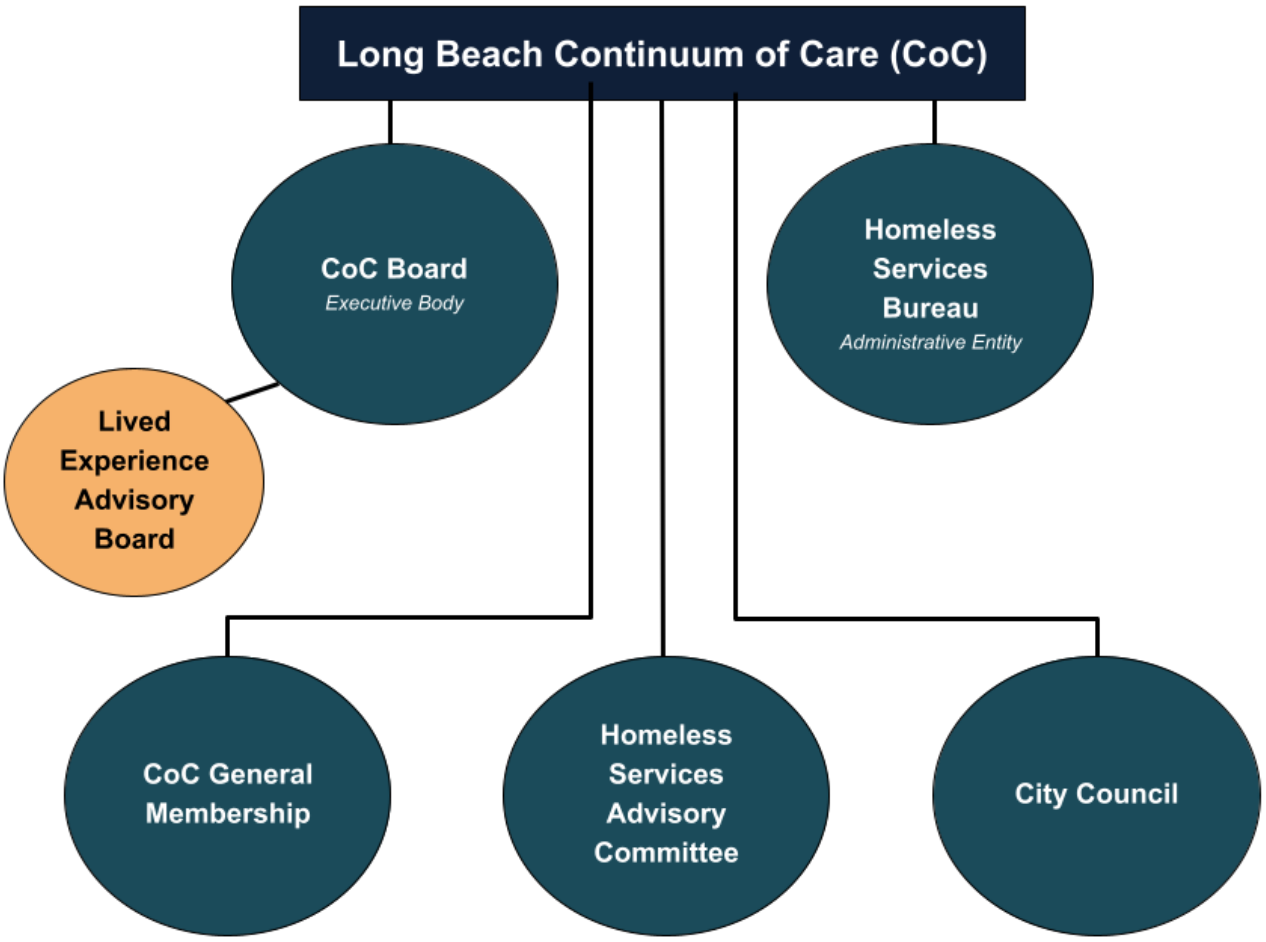
☐ Currently experiencing houselessness
☐ Previously houseless but currently housed
☐ Have a physical disability
☐ Use of mental health services
☐ Are age 65 and older
☐ Unhoused due to domestic violence
☐ LGBTQ+
☐ Parent or member of a family with minor(s)

2. Why are you interested in serving on the Lived Experience Advisory Board? Are there any issues/topics you are interested in working on as part of the Lived Experience Advisory Board?

3. What skills, experience, and/or perspectives do you believe you can contribute as a Lived Experience Advisory Board Member?

4. What is your experience with the Continuum of Care or houseless services programs in the City of Long Beach? Have you utilized any shelter or housing services?

H. Flow Chart of CoC



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