TX-503 Austin/Travis County CoC

Homeless Response System (HRS) Leadership Council Selection Policy:

The TX-503 Austin/Travis County Continuum of Care (CoC), as a geographic region, must establish a Governing Board to act on behalf of the homeless response system and its stakeholders.[1] The HRS Leadership Council is the TX-503 CoC Board and primary decision-making body for the Austin/Travis County homeless response system. The HRS Leadership Council represents diverse stakeholders across the Austin/Travis County CoC geographic region by leading a coordinated response to end homelessness and using stakeholder input to inform policies and decisions across the local homeless response system. HRS Leadership Council oversees the collaborative efforts used across Austin/Travis County. Moreover, the Leadership Council members must ensure that the Austin/Travis County CoC fulfill responsibilities as assigned by HUD[2] and as outlined in the Austin/Travis County CoC Governance Charter. The Austin/Travis County CoC Board, the HRS Leadership Council, must be representative of the relevant stakeholders interested in preventing and ending homelessness within the geographic area and include at least one person with lived experience of homelessness.

The Austin/Travis County CoC (TX-503) will follow the written process outlined in the HRS Leadership Council Selection Policy to select HRS Leadership Council members and will ensure that the recruitment process meets the needs and guidelines outlined throughout the policy.

Background

The former CoC Board, Membership Council, adopted governance restructure recommendations in February 2021. These recommendations were used to create the HRS Leadership Council as the new CoC Board for the homeless response system. The Governance Charter acts as the bylaws for the HRS Leadership Council, which governs the policies and actions to end homelessness in Austin/Travis County. The Selection Policy must conform to the Governance Charter and must work within the adopted guidelines listed below in the selection and seating of new and ongoing Homeless Response System Leadership Council members.

Guidelines and Practices: Membership Structure

The Selection Policy will be reviewed, updated, and approved at least once every five years in accordance with the CoC Governance Charter and other local guidance (See section - Continuous Quality Improvement Expectations). As outlined in the charter, the HRS Leadership Council will be composed of no fewer than seven (7) and no more than fifteen (15) voting members - always maintaining an odd number. These voting members will represent or have expert knowledge in relevant membership categories.

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[1] per the CoC Program Interim Rule 24 CFR 578.5

[2] The CoC Board membership will be developed and implemented in compliance with requirements from the U.S. Department of Housing and Urban Development (HUD), as defined in the HEARTH Continuum of Care Program Interim Rule released on July 14, 2012.

Additional requirements of the HRS Leadership Council structure include:

- People who have first-hand experience of homelessness are intimately familiar with many of the issues within and beyond the homeless response system and hold valuable insights and knowledge on how to tailor local solutions. The following guidelines have been established to ensure the selection process meets local needs:
  - The HRS Leadership Council will have a minimum of three (3) dedicated seats that are reserved for community advocates who identify as persons with lived expertise of homelessness. The HRS Leadership Council will strive to recruit individuals to participate beyond the minimum.

- The Austin Homeless Response System is dedicated to racial equity and building a leadership council that is representative of the Austin community, providers and stakeholders within the homeless response system; and most importantly, the individuals and families experiencing homelessness. The following guidelines have been established to ensure the selection process meets local needs:

  - Active recruitment of new members will be used to achieve one-third (5 out of 15 seats) of the HRS Leadership Council with people who identify as non-white and / or Hispanic. However, if after active recruitment the slate of qualified applicants that applied for vacant positions does not represent the one-third requirement, the HRS Leadership Council can present the slate to the All Stakeholder Meeting for the election process as not meeting Leadership Council benchmarks. If this occurs, the Leadership Council must also present a performance improvement memo outlining strategies and actions that will be taken to ensure the HRS Leadership Council will meet benchmarks for a diverse and qualified membership.

  - The application and selection process will be developed, evaluated, and revised based on continuous quality improvement initiatives to ensure that the Leadership Council meets the one-third requirement. Instead of relying on current members' existing personal and professional networks as a source of recruitment for vacant seats, which limits the diversity and experiences of the pool of candidates, the recruitment and application process will be well advertised and publicly posted.

  - Applications to fill an elected seat on the Leadership Council will be open to any community member who meets the goals and qualifications of the vacant seat. The Leadership Council may approve by a majority vote to extend the application period and may establish additional application guidelines, at its discretion, to ensure that membership includes the racial and cultural diversity needed to effectively service the shared vision of ending homelessness in Austin/Travis County.

  - An important step in creating a more equitable homeless response system through the Leadership Council (LC) is by promoting LC retention and ensuring that LC members feel acknowledged for their unique contributions in ways that resonate with them. The Leadership Council will ensure that members are committed to successfully integrating

diversity, equity, and inclusion into the governance operations, strategies, and practices. To be successful in demonstrating a positive cycle of empowerment and visibility, building an inclusive environment requires ongoing work and practice. While there are some strategies that will result in quick wins, ensuring the leadership and governance of the homeless response system is a place for authentic, inclusive, and equitable engagement will take time, and will be work that is always evolving.
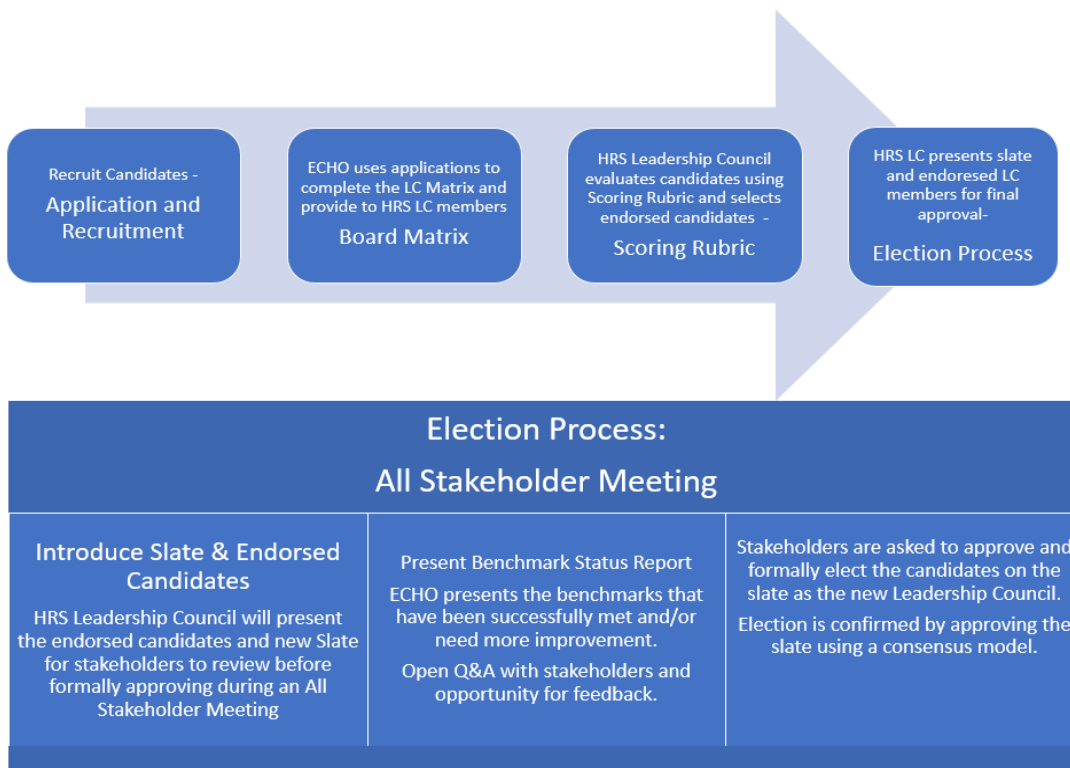
● The Leadership Council composition must be composed of members who can represent the unique needs of vulnerable subpopulations. Representation can be in the form of individual knowledge or experiences and/or agency affiliation and service provisions.

○ No more than one staff person and/or HRS Leadership Council Member of a single agency/ organization may be an Elected Member HRS Leadership Council, excluding persons who are elected under the "homeless or formerly homeless" Leadership Council seat.

○ The selection process leading up to endorsing the slate of candidates to be elected must incorporate a process to ensure all relevant subpopulations are represented to the maximum extent possible and include looking at the candidate qualifications of persons who are serving in appointed seats.

○ The application and scoring criteria used to evaluate candidates must incorporate an approach based on the combined scoring of the candidate's ability to represent each seat an application is submitted for and the candidate's ability to increase the diverse range of knowledge, skills, and experiences within the existing Leadership Council membership. This includes ensuring that the application allows for candidates to select multiple areas of representation and using a matrix to evaluate gaps in representation.

HRS Leadership Council Composition:

The HRS Leadership Council slate consists of the following 2 types seat designations:

Appointed Seat	There are no term limits for the 4 (four) Appointed seats.
Elected Seats	HRS Leadership Council members serving in the nine (9) to eleven (11) Elected Seats may select to serve either 2- or 3-year terms. Candidates who fill elected seats are selected through the application process. The current Leadership Council members will evaluate and score candidates applying to fill vacant seats. Once the Leadership Council has selected the candidates using the scoring criteria, they will approve the slate and list of endorsed candidates before announcing the slate to be elected. The candidates selected and endorsed by the HRS Leadership Council will be presented to the homeless response system stakeholders. The endorsed candidates will be approved and formally elected by a consensus vote at an All Stakeholder Meeting.

HRS Leadership Council Seat Category	Number/ Seat Types	Seat Terms
Government 1. Local Government Representative - Travis County 2. City of Austin Homeless Strategy Officer 3. City of Austin Equity Office and/or Civil Rights Office	3 Appointed Seats	No term Limit
Public Housing Authority Representative: Housing Authority City of Austin (HACA)	1 Appointed Seat	No Term Limit

Homeless Response System Providers
   1. HUD funded Provider
   2. Provider NOT a recipient of HUD funds
	2 Elected Seats	2-year min to 3-year max

Healthcare and/or Disability	1 Elected Seat	2-year min to 3-year max
Mental Health/Substance Abuse	1 Elected Seat	2-year min to 3-year max
Education or Workforce Development	1 Elected Seat	2-year min to 3-year max
Other Funders (Elected)	1 Elected Seat	2-year min to 3-year max

Persons with Lived Expertise of Homelessness
   1. Youth or Young Adult Community Advocate w/ Lived Experience of Homelessness
   2. Community Advocate w/ Lived Experience of Homelessness
   3. Community Advocate w/ Lived Experience of Homelessness
	3 Elected Seats	2-year min to 3-year max

Other To ensure maximum representation, the "Other" seats prioritize candidates that increase diverse stakeholder representation.	0 or 2 Seats Elected Membership must equal an odd number	2-year min to 3-year max

Recruit Candidates - **Application and Recruitment** → ECHO uses applications to complete the LC Matrix and provide to HRS LC members **Board Matrix** → HRS Leadership Council evaluates candidates using Scoring Rubric and selects endorsed candidates - **Scoring Rubric** → HRS LC presents slate and endoresed LC members for final approval- **Election Process**

Election Process:
All Stakeholder Meeting

Introduce Slate & Endorsed Candidates

HRS Leadership Council will present the endorsed candidates and new Slate for stakeholders to review before formally approving during an All Stakeholder Meeting

Present Benchmark Status Report

ECHO presents the benchmarks that have been successfully met and/or need more improvement.

Open Q&A with stakeholders and opportunity for feedback.

Stakeholders are asked to approve and formally elect the candidates on the slate as the new Leadership Council.

Election is confirmed by approving the slate using a consensus model.

HRS Leadership Council Selection and Stakeholder Election

The process to recruit and select the persons serving on the HRS Leadership Council will be transparent, inclusive, and democratic in nature. The HRS Leadership Council will be responsible for selecting and endorsing candidates that will be presented to all stakeholders for election. The elected using the approved and adopted policies. Once final candidates have been identified, the HRS Leadership Council will present the slate of candidates during an All Stakeholder Meeting to elect new and ongoing HRS Leadership Council members.

The candidate evaluation and selection process will consider the extent in which each candidate is diverse in representation related to - geographic balance, representation of vulnerable subpopulations, racial equity experiences/expertise, and other knowledge and skills beneficial in supporting the Leadership Council members achieve their purpose in serving the Homeless Response System. Elections for available seats on the Leadership Council shall be held at least annually.

- The HRS Leadership Council will ensure that all policy and procedures align with the Governance Charter and other regulations and requirements.
- The HRS Leadership Council will use the Selection Policy and accompanying documents to recruit new members when applicable.
- ECHO will review all candidate applications and enter information into the Leadership Council Matrix.
- Elected seats that are vacant should be filled by evaluating candidates using information obtained from completed applications and the Leadership Council Matrix to ensure the process takes into account how each candidate brings diverse representation and skillsets. LC will

identify the candidates who, on paper, best meet the Leadership Council's board qualifications and recruitment priorities using the combined documents - Application, Matrix, Scoring Rubric.

- Based on the contents of each application and the completion of the HRS Leadership Council Matrix, candidates will be scored by the current HRS Leadership Council members using the Scoring Rubric. The Leadership Council will select the candidates for each seat with the highest score and present an endorsed candidate list to be elected by all stakeholders.
- Once each vacant seat has an endorsed candidate identified, the HRS Leadership Council will present the slate to the homeless response system stakeholders during an All Stakeholder Meeting (as outlined in the Governance Charter). The stakeholders will approve the proposed slated members by a consensus vote to complete the election process.

HRS Leadership Council Application

The election process for vacant seats and the approval of the full Leadership Council Slate (inclusive of all seats) all seats shall be held annually. The purpose of the annual election process is to:

1. Allow stakeholders to review and approve the Leadership Council members who will continue to serve in both appointed and elected seats throughout the year.
2. Allow stakeholders to review and approve new candidates being endorsed to serve on the HRS Leadership Council.
3. To introduce each person who is serving on the Leadership Council as a point of contact for the seat they will represent once elected and other areas of expertise that qualify them to help lead planning initiatives and system change needed within the homeless response system.
4. Demonstrate responsibility to make sure that established procedures are transparent and respected.
5. Maintain ongoing communication and dialogue through disclosure of information about Leadership Council members, including their qualifications, the selection process, and process for recruiting future seat vacancies through recruitment initiatives.

The solicitation to request candidate applications to serve on Leadership Council will occur prior to each election in which LC vacant seats are identified. ECHO, on behalf of the Leadership council shall publicly announce and post all application materials on the ECHO website. The announcement will outline vacant seats, the seat criteria, position expectations, application materials, and the evaluation timeline.

All persons interested in serving on an elected seat of the Leadership Council must complete a HRS Leadership Council Application. The Application must be submitted to ECHO and follow the application instructions. All applications will be compiled and presented to the HRS Leadership Council for consideration.

ECHO will provide administrative support in ensuring that the Application form is aligned with information needed to select candidates based on the HRS Leadership Council Matrix. The Matrix will examine candidates applying for seats and the current HRS Leadership Council representatives in the following self-disclosed domains: racial, ethnic, cultural diversity, representation of vulnerable subpopulations within the local homeless response system, leadership qualities and styles, and system design expertise. Ideal applicants will be leaders, local champions, and influential stakeholders dedicated to the mission of ending homelessness in the community through the alignment of resources, efforts, and expertise.

If a single qualified applicant is not identified through the evaluation and scoring process to fill a vacant seat, the Leadership Council members must assess all other available candidates and determine if any other candidate is able and qualified to serve in the vacant seat. Leadership Council members will use the Application Scoring Rubric to rate the applications based on ability to meet the needs of the Leadership Council membership and group composition. Once all LC members have evaluated and scored the candidates, the final scores will be combined to identify the highest scoring candidate for each vacant seat. Leadership Council members who are applying for another term or vacant seat may not score their own application and the total score will be weighted. The Leadership Council will use the total scores for each vacant seat to identify the candidates to be endorsed by the Leadership Council for election.

Leadership Council Terms and Vacancies:

Members are expected to fulfill the responsibilities of the HRS Leadership Council throughout the duration of their term. Elected positions can select either a 2-year term or a 3-year term; and must at least commit to a minimum of 2 years. Current elected Leadership Council members can be endorsed for an additional three-year term (for a total of six years). After a hiatus of at least one term, former members are again eligible for Leadership Council service. Term limits and any additional expectations must follow any requirements outlined in the Governance Charter.

HRS Leadership Council service is defined as either two-year or three-year terms beginning from the date in which they were elected during the HRS All Stakeholder Meeting.

Frequent vacancies or changes in representation impact the Leadership Council's ability to lead the HRS and engage in planning and decision-making activities needed to move the community forward. Vacancies could occur for the following reasons:

1. Representative reaches term limit
2. Representative resigns from appointed organization
3. Representative serving in an elected seat resigns before the term limit is reached
4. Representative does not meet or is unable to meet the Leadership Council responsibilities

In such instances, the Leadership Council members may appoint another representative to fill the unexpired term temporarily by either opening the application process or by appointing a previous applicant who meets the need of the vacant seat and any other leadership council composition requirements (identified by evaluating gaps in representation using the Matrix). The Leadership Council must ensure the new temporary appointment maintains the role and purpose of the vacant seat, the lived experience of homelessness and the racial and ethnic diversity requirements for the Leadership Council composition. The appointed applicant will continue to serve in a temporary capacity and must be endorsed and elected during the next All Stakeholder Meeting, at which point, their term begins.

Resignation and Removal of Leadership Council Members:

Leadership Council members may resign at any time by giving oral or written notice to the Chair and Vice Chair. If the person who is resigning serves in an appointed seat, that member may suggest another person to fill the seat from which the member is resigning, and the HRS Leadership Council will vote whether or not to accept that person as the member's replacement to fill the seat.

HRS Leadership Council membership can be determined by a two-thirds vote of the remaining HRS Leadership Council members if and when necessary. Reasons in which removal may be necessary could

consist of repeated absences, violation of the HRS Leadership Council Code of Conduct, violation of the Conflict of Interest Policy, or if the individual does not fulfil the responsibilities of a HRS Leadership Council member. A vote on terminating the member can only be taken when there has been advance notice of this vote of at least 5 days sent to all members.

<u>Chair and Vice Chair Selection:</u>

Strong leadership is essential to ensure the Leadership Council is able to provide effective high-level oversight and direction-setting for the homeless response system. The HRS Leadership Council will utilize an officer structure of electing a Chair and Vice-Chair with set term limits. To bolster the strength of this structure, the Leadership Council will consciously and deliberately identify and invest in future officers to ensure they build the credentials, confidence, interest, and knowledge they will need to lead.

The Leadership Council will vote to elect officers - a Chair and Vice Chair. The Chair will serve as Chair for a one-year term, and the Vice Chair will be elevated to the Chair subsequently. The Vice Chair will be elected to office by a majority vote of the leadership council members present at a meeting in which a quorum has been established. This process is to help the HRS Leadership Council maintain a strong sense of continuity of leadership and increase the alignment of previous work with new work in ongoing development of action plans and community priorities. If the Chair must step down before the end of the term, the Vice Chair will act as the Chair for the remainder of the term. If at any time, the Vice Chair seat is vacated, the Council can elect a new Vice Chair by a majority vote.

<u>Establishing First Seated Leadership Council:</u>

For the governance transition and creation of the new Leadership Council, an invitation will be extended by the Collaborative Applicant/CoC Lead Agency (ECHO) to stakeholders announcing the application process and timeline to fill vacant HRS Leadership Council seats. Once the application period ends, ECHO will compile a list of people who submitted applications and will use application materials to create the HRS Leadership Council Matrix. ECHO will provide the list of candidates, application materials submitted by each candidate and the HRS Leadership Council Matrix to the Governance Restructure Workgroup. The Matrix will identify appropriate candidates for each elected seat, considering the criteria above. For vacant seats with multiple qualified applicants, the Governance Restructure Workgroup will use the Application Scoring Rubric to select a qualified candidate to fill each vacant seat. Persons with the highest score will be added to the proposed HRS Leadership Council Slate which will be presented for final approval and the election at the next All Stakeholder Meeting event. The slate and list of endorsed candidates will be formally approved and elected by consensus during an All Stakeholder Meeting.

Appendix A
Leadership Council Seat Representation

Roles and Responsibilities of Seats:

Leadership Council members should be **leaders, local champions, and influential stakeholders** in the community's efforts to end homelessness. Recruiting people who are comfortable with making difficult decisions and have authority in their respective fields bolsters the Homeless Response System's ability to achieve real change through the alignment of resources dedicated to those experiencing homelessness, efforts to support this population, or expertise or knowledge to increase equity and influence in the homelessness response system.

HRS Leadership Council translates strategic plans for the homeless response system into a set of concrete goals for the HRS Leadership Council and committees; including timelines and required staff/stakeholder support.

HRS Leadership Council evaluates its performance against the goals and uses the lessons learned to develop plans to improve system effectiveness.

Category	Role and Responsibilities of Seats
Government (Appointed) 1. Local Government - Travis County Representative (Appointed)	Candidates who qualify to serve in this seat must be a Travis County government employee or other type of formal role allowing them to be representative of the county. This position will facilitate the alignment of efforts to end homelessness between the county and larger homeless response system. This could include someone who is knowledgeable surrounding federal funding resources received by the county, county consolidated/action planning process, or public housing resources that the county oversees.
2. City of Austin Homeless Strategy Officer (Appointed)	Candidate must be an employee of the City of Austin Homeless Strategy Office or be the Homeless Strategy Officer. This role is vital in coordinating a community-wide response and acts as the liaison between all City of Austin departments. This position integrates the work being done across all city departments with the larger homeless response system planning and coordination.
3. City of Austin Equity Office and/or Civil Rights Office (Appointed)	Candidate must be an employee or other representative within either of the two City of Austin departments - the Equity Office or Civil Rights Office. This position will be knowledgeable about larger community equity and diversity initiatives. Supports the development and partnership needed to ensure the homeless response system is meeting outcomes to end homelessness within the lens of equity, diversity and civil rights. Aligns local and federal initiatives, policies, and practices, ensuring equitable access to Homelessness Response System resources, and

	compliance with Fair Housing These persons will ensure consistent service design and implementation to further the Austin Action Plan to End Homelessness.
Public Housing Authority Representative: Housing Authority City of Austin (Appointed)	Candidate must be an employee of a local Public Housing Authority. Tasked with the management and operations of public housing programs for low income families, the elderly, and persons with disabilities, representatives of area Public Housing Authorities must ensure coordination between PHAs and the CoC. The appointed representative must work to ensure the PHA's Administrative Plan and the Action Plan are complementary and resources allocated for homelessness are utilized in a coordinated fashion.
Homeless Response System Providers (Elected) 1. HUD funded Provider 3. Provider NOT a recipient of HUD funds	The Homeless Response System Provider Representatives are responsible for ensuring alignment between system design and operationalization between planning efforts and execution. By highlighting the concerns and efforts of direct service providers, these representatives ensure high performing service delivery. 1. An agency that operates a federally funded project dedicated to homelessness (e.g., CoC, ESG, HOPWA). Provide insight into federal regulations that impact homelessness and how agencies and services operate based on federal funding. Knowledge of government plans, reports and resources used to strategically end homelessness through federal resources. 2. The non-HUD funded provider is an agency that does not receive HUD funding. This seat on the Board will represent one or more of the following homeless subpopulations: a) Single individuals b) Families with children c) Veterans d) Persons who are chronically homeless e) Persons with HIV/AIDS f) Unaccompanied youth g) Persons with behavioral health issues h) Persons who are victims of domestic violence
Healthcare and/or Disability Services	This seat will act as a representative for integrating and advocating for action-oriented plans and perspectives that integrate healthcare systems and disability services. Facilitate system integration in Action Plan, act as a liaison, ensure governance integration of health/disability services. Ensure Healthcare and/or Disability Services resources and / or efforts to support those experiencing homelessness are aligned and complementary to the system's efforts and outcomes. Understand necessary partnerships that are important and contribute to the goal of ending homelessness. Strive to be a subject matter expert in local areas that impact homelessness.
Mental Health/Substance Abuse	Facilitate system integration in Action Plan, act as a liaison, ensure governance integration of mental health and substance abuse. Ensure Mental Health and/or substance abuse resources and / or efforts to support those experiencing homelessness are aligned and complementary to the system's efforts and outcomes. Understand

	necessary partnerships that are important and contribute to the goal of ending homelessness. Strive to be a subject matter expert in local areas that impact homelessness.
Education or Workforce Development	Facilitate system integration in Action Plan, act as a liaison, ensure governance integration of education and workforce. Ensure Education and / or Workforce Development resources and / or efforts to support those experiencing homelessness are aligned and complementary to the system's efforts and outcomes. Understand necessary partnerships that are important and contribute to the goal of ending homelessness related to increasing income or educational achievement. This includes Educational Service Rights and partnerships with Educational Liaisons and supporting system plans to expand educational and workforce opportunity to improve system outcomes. Strive to be a subject matter expert in local areas that impact homelessness.
Other Funders	The private funding member will have knowledge of local and national private funding communities to assist in the recruitment, coordination, and leveraging of private funding sources to further the efforts of the CoC. Individuals may have current or historical access and knowledge related to private funding sources and entities (business or foundation funding). They will guide the utilization of private funding to leverage the gaps that federal funding can't cover and integrate the needs of the homeless response system to increase connectedness and access to outside funding opportunities. Understand how homeless providers can tap into private funds to support our goal of ending homelessness and right sizing the needs through diverse funding resources. A local agency that funds homeless services and housing programs in Austin/Travis County. This could include a philanthropic funder, a municipality, United Way, or other funder recommended by the Continuum of Care
Person with Lived Expertise of Homelessness 1. Youth or Young Adult Community Advocate w/ Lived Experience of Homelessness 2. Community Advocate w/ Lived Experience of Homelessness 3. Community Advocate w/ Lived Experience of Homelessness	An individual who is experiencing or has a history of experiencing homelessness. Youth and Young Adult Community Advocate with Lived Experience of Homelessness: 1. Person between the ages of 18-25. 2. Experiences of homelessness as a youth provides a perspective of what is needed to end youth homelessness and service provision standards. Knowledge and expertise in CoC's Action Plan to End Youth Homelessness and provides a voice for youth in system planning. Community Advocate w/ Lived Experience of Homelessness 3. Provides a voice for persons currently experiencing homelessness to ensure adequate understanding of services provided within the homelessness response system and lead system planning focused on providing consumer driven resources and services.

| Other
Note: To ensure maximum representation, the "Other" seats will be utilized to ensure adequate representation of the identified diversity and subpopulation benchmarks established by the policy.

Other seats can include any community stakeholders interested in ending homelessness through the planning and coordination of the homeless response system. | Elected members of the Other category should be individuals or representatives from entities, agencies, or systems of care, with resources dedicated to those experiencing homelessness, activities which heavily interact with individuals experiencing homelessness, or expertise which would further the implementation of a more just and equitable Homelessness Response System. These persons would ensure the alignment of those resources, population, or expertise and efforts of the homeless response system.

Example entities of the Other categories could include:
Business Leaders; Equity Subject Matter Expert; Criminal Justice (law enforcement, local jails, etc.); Unrepresented subpopulations (veterans, youth, domestic violence, LGBT); Faith Based Community (churches, rescue missions, etc.); Hospitals |

Appendix B
Continuous Quality Improvement Expectations

When meeting the review requirements, the review process may occur more frequently but must occur at least every 5 years. When reviewing, the evaluation of the Selection Policy should include how the process meets the needs of accomplishing goals and requirements related to having a diverse and representative Leadership Council member composition. The review process should also include strategies to solicit feedback from various stakeholder groups on improvements that may be needed (e.g., slate, member recruitment process, application materials, selection and election process) in order to ensure the Leadership Council is supporting the overall homeless response system in meeting the shared vision of ending homelessness in Austin/Travis County.

Diversity, Equity, and Inclusion Considerations:	
The evaluation process should include these three key phases:	1. Assess: It is vital that the board first recognizes where it stands with respect to diversity, equity, and inclusion. 2. Recruit: Next, with a clearer understanding of where the board is and where the board aims to be, the board can engage thoughtfully in an equitable recruitment process that works to advance the community needs and your commitment to diversity, equity and inclusion. 3. Retain: Finally, having recruited and ensuring that the board reflects the community, work to ensure that the board culture is itself inclusive and supportive of all identities.
Practices the Board can use to improve diversity, equity, and inclusion include:	1. Engaging the board in training and conversations around the value of practicing diversity, equity, and inclusion. 2. Reconsidering board recruitment strategies and processes, such as by proactively tapping into new networks to recruit individuals outside of your immediate circles. 3. Regularly engaging as a board in a gap analysis to assess gaps around diversity, equity, and inclusion, and to make a plan for how to do work differently as a board.