

Exhibit A - Scope of Work for Homelessness Comprehensive Review

Objective

The objective of this comprehensive review is to assess the effectiveness of the strategies, programs, and services provided by the City of Austin and other partners, which may include Central Health, Travis County, Integral Care, and The University of Texas at Austin Dell Medical School (“Healthier Austin Partners” or “Partners”) to make homelessness rare, brief, and nonrecurring. The primary focus areas of the comprehensive review include:

- a. Assessing the effectiveness of current public sector strategies.
- b. Evaluating the use of funds allocated for homelessness services and homelessness prevention, including contracts with third-party entities executed by the Healthier Austin Partners for services related to homelessness.
- c. Examining the extent to which the Healthier Austin Partners align strategies, programs, and services to address homelessness.

Part 1: Inventory of Plans and Preliminary Needs Assessment

- a. Review the Partners’ homelessness strategies, policies, and programs to gain a thorough understanding of their objectives and implementation mechanisms. This includes outlining each organization’s service lanes related to homelessness (e.g., prevention; jail and shelter diversion; physical, behavioral, and mental health; emergency shelter; rapid rehousing; supportive services attached to housing; public space management; wrap-around services; case management; permanent supportive housing; and other key elements of a holistic approach).
- b. Assess the degree to which Partners’ strategies align with best practices, including successful approaches from other municipalities and public sector entities.
- c. Evaluate the effectiveness of strategies, including budget allocation and expenditures, to analyze the effectiveness in achieving their intended outcomes and long-term solutions, including root causes.
- d. Evaluate the extent to which Partners collaborate and coordinate their efforts to provide comprehensive services to the homeless population. This includes analyzing the degree of alignment and synergy in their strategies and analyzing data to measure the impact of coordination on reducing homelessness.
- e. Compare the Partners’ coordination efforts with best practices in the field of homelessness response and reduction.
- f. Assess the extent to which the Partners’ homeless strategies are aligned with the broader regional systems-approach. A systems-approach involves a coordinated and integrated response involving various stakeholders (e.g., government agencies, nonprofits, shelters, healthcare providers, community members, etc.) to address homelessness comprehensively.

Part 2: Homelessness-Related Contracts

- a. Examine the terms of a representative sample of relevant homelessness contracts to ensure clarity and alignment with each Partners’ goals and purpose.
- b. Review contracts to ensure they include SMART (specific, measurable, achievable, relevant, and time-bound) goals and performance metrics that are useful for determining progress towards achieving outcomes.
- c. Assess the effectiveness of contracted services in achieving their intended outcomes.
- d. Evaluate the cost-effectiveness of services and programs compared to industry benchmarks to identify areas for potential cost savings or efficiency improvements.

Part 3: Assess Knowledge Gaps Related to Need

- a. Identify existing studies, reports, databases, etc. that outline unmet needs relative to the current state of met needs in the continuum of services.
- b. Identify sources to supplement knowledge-base for planning and coordination.

Part 4: Report & Implementation Plan (Practicable Actionable Solutions)

- a. Compile comprehensive review findings into a comprehensive report, which will include:
 - a. A summary of the comprehensive review, objectives, and scope of the review.
 - b. Detailed findings from the comprehensive review.

- c. Recommendations for improvements in strategy design and implementation.
- b. Support Partners in communicating findings to elected representatives, officials, and other stakeholders as appropriate.
- c. Maintain detailed documentation of all procedures, findings, and evidence for future reference.

Timeline

- Part 1: Completed by mid-March 2024
- Part 2: Completed by mid-March 2024
- Part 3: Completed by end of March 2024
- Part 4: Completed by end of April 2024

Final Deliverable/Milestones

- Deliverable 1: Kickoff meeting with Partners in January 2024.
- Deliverable 2: Mid-project update meeting with Partners in early March 2024.
- Deliverable 3: Final project meeting with Partners in April 2024, including report of comprehensive findings.
- Deliverable 4: Final report submission that includes recommendations for improvements in strategy design and implementation, as well as synthesis of the fact base collected during the review.
- Deliverable 5: Assistance with presenting findings to key stakeholders (e.g., City and County leaders, Boards of Directors for partner organizations).