



Los Angeles Continuum of Care

REQUEST FOR QUALIFICATIONS (RFQ)

Los Angeles Continuum of Care (CoC) - CA-600
FY 2027 Administrative Lead Entity Functions

Collaborative Applicant | HMIS Lead | CES Management Entity | PIT Count Administrator

Issuing Entity	Los Angeles Continuum of Care (CoC) Board
Issue Date	September 11, 2026
Applications Due	September 25, 2026, at 2:00 p.m. (Pacific Time)
Initial Performance Period	FY 2027 CoC Program competition, subject to change pending judicial proceedings

1 Table of Contents

2	Los Angeles Continuum of Care (CoC) Background and Authority	4
3	RFQ Overview and Purpose	4
3.1	Lived Experience Partnership and Inclusion	5
4	RFQ Timeline	6
5	Eligibility, Minimum Qualifications, and Disqualifying Conditions	6
5.1	Role-Specific Federal Eligibility.....	6
5.2	Minimum Organizational Qualifications.....	7
5.3	Disqualifying Conditions	7
6	Role-Specific Overviews, Descriptions, Responsibilities and Qualifications.....	8
6.1	Role A – Collaborative Applicant	8
6.1.1	Role Overview	8
6.1.2	Roles & Responsibilities	9
6.1.3	Collaborative Applicant Qualifications	11
6.2	Role B – Homeless Management Information System (HMIS) Lead	12
6.2.1	Role Overview	12
6.2.2	Roles & Responsibilities	12
6.2.3	HMIS Lead Qualifications	17
6.3	Role C – Coordinated Entry System (CES) Management Entity	17
6.3.1	Role Overview	17
6.3.2	Roles & Responsibilities	18
6.3.3	CES Management Entity Qualifications.....	26
6.4	Role D – Point-in-Time (PIT) Count Administrator	27
6.4.1	Role Overview	27
6.4.2	Roles & Responsibilities	28
6.4.3	PIT Count Administrator Qualifications.....	35
7	How to Apply	36
8	Communications and Addenda	37

9	Evaluation and Selection Process	38
9.1	Intent to Apply Review	38
9.2	Universal and Role-Specific Questions Application Quality Review	38
9.3	Interviews	38
9.4	Identification of Recommended Candidates	39
10	General Terms and Reservations	39

2 Los Angeles Continuum of Care (CoC) Background and Authority

The Los Angeles Continuum of Care (LA CoC) is the United States Department of Housing and Urban Development (HUD)-recognized Continuum of Care (CoC) serving Los Angeles County and 85 incorporated cities within the CoC geographic area (CoC Cities)¹. The LA CoC is responsible for performing the duties established by the McKinney-Vento Homeless Assistance Act, the HEARTH Act, 24 C.F.R. Part 578, applicable HUD notices and data standards, and the LA CoC Governance Charter.

Under the current governance structure, the Los Angeles Homeless Services Authority (LAHSA) has served as the LA CoC's Collaborative Applicant, Homeless Management Information System (HMIS) Lead, Coordinated Entry System (CES) Management Entity, and Point-in-Time (PIT) Count Administrator. On June 11, 2026, HUD notified LAHSA that it was immediately suspending LAHSA as a federal contractor pursuant to 2 C.F.R. § 180.700, and on June 18, 2026, informed the LA CoC that LAHSA could not serve in any of the roles delegated to it by the LA CoC. On August 13, 2026, the United States District Court for the Central District of California issued a preliminary injunction in Los Angeles Homeless Services Authority v. Donald J. Trump, Case No. 2:26-cv-07056-DOC-AJR. Among other relief, the Court enjoined HUD from suspending LAHSA through at least October 27, 2026, and allowed LAHSA to continue to serve as the LA CoC's Collaborative Applicant for FY 2026. The Court ordered the LA CoC to provide notice that it is accepting applications for HMIS Lead, CES Coordinator (referred to in this RFQ as the CES Management Entity), PIT Count Administrator, and Collaborative Applicant for the FY 2027 CoC nationwide grant competition cycle. The Court further directed the LA CoC to file a written report by October 13, 2026, summarizing its evaluation of all entities that applied. Following the LA CoC's report, HUD will submit its response regarding the LA CoC's evaluation of the applicant pool. The Court did not prescribe an RFP, RFQ, or other procurement vehicle.

3 RFQ Overview and Purpose

The LA CoC invites qualified organizations to submit applications to serve in one or more core administrative roles for the FY 2027 CoC Program cycle and related CoC operations. The roles subject to this RFQ are:

Role Item	Role Name	Role Summary
A	Collaborative Applicant	CoC administration, HUD competition, planning grant, governance support, performance and compliance
B	Homeless Management Information System (HMIS) Lead	Operate and administer the CoC-designated HMIS and HUD data/reporting functions
C	Coordinated Entry System (CES) Management Entity	Manage the operation and improvement of the Coordinated Entry System so that people experiencing homelessness are identified, assessed via a standardized process, prioritized by need, and referred to appropriate housing services consistently across the region
D	Point-in-Time (PIT) Count Administrator	Plan, execute, conduct quality assurance, and report on the PIT Count and coordinate Housing Inventory Count (HIC) functions

¹ The LA CoC does not include Long Beach, Pasadena, and Glendale, which are covered by independent and separate CoCs.

The purpose of the RFQ is to competitively review and identify one or more organizations capable of assuming operational responsibility for these designated functions in the event that the Court requires or the LA CoC itself elects to pursue changes in these leadership roles. This RFQ is intended to provide a transparent, competitive, documented, and objective process for that review and identification. Because the application and selection process are pursuant to a federal court order in litigation currently before the U.S. District Court and Ninth Circuit Court of Appeals, the application process and all selections may be contingent on further review and oversight by the Court and are subject to change, including as required or allowable by applicable court rulings.

Applicants may submit for one, multiple, or all roles. Applicants may also propose arrangements with other eligible entities but must clearly identify the Lead Entity and each partner or subordinate entity, describe the division of responsibilities, and explain the accountability structure. Only one entity may serve as the designated Lead for each CoC role. The LA CoC reserves the right to determine whether particular role combinations among any single entity create unacceptable governance or conflict risks. Applicants seeking more than one role must describe how independence, accountability, and internal controls will be maintained.

In preparing their responses, Applicants are required to take into account the detailed role descriptions provided in this RFQ, recognizing that the descriptions capture required duties and activities under the CoC Program and the Interim Rule, while also describing how these activities are currently administered in the LA CoC. As such, the detailed descriptions do not constitute a contractual scope of work for any single role; therefore, where there is flexibility within federal rules and regulations, the execution of certain duties by, and across, Lead Entities may look different in the future. For this reason, Applicants are not required to replicate the current work plans, staffing structure, management model, budget, technology, or operating model for any of the roles but must instead demonstrate the experience and capacity to carry out the listed responsibilities for each desired role, whether directly or via collaboration.

3.1 Lived Experience Partnership and Inclusion

The LA CoC recognizes that people with lived experience of homelessness bring essential knowledge and expertise to the design, governance, implementation, and evaluation of homelessness-response systems. Meaningful participation of people with lived experience is also reflected in CoC Program requirements and expectations. Federal regulations require lived-experience representation in CoC governance and establish participation requirements for homeless or formerly homeless individuals in the policymaking structures of CoC Program recipients and subrecipients. Recent HUD CoC competitions have further emphasized involving people with lived experience in leadership and decision-making, CoC committees and workgroups, local funding and coordinated entry processes, ongoing participant feedback, and opportunities for professional development and employment.

Consistent with these expectations, the LA CoC seeks Lead Entities that meaningfully partner with people with lived experience, inclusive of all forms of diversity represented among people experiencing homelessness in the LA CoC. Selected entities will be expected, as applicable to their designated role, to create meaningful and sustained opportunities for people with lived experience to inform decisions, policies,

program and system design, implementation, evaluation, and continuous improvement. This includes supporting accessible and equitable participation, addressing barriers that may prevent meaningful involvement, providing compensation or other participation supports where appropriate, and creating opportunities for leadership, employment, professional development, or advancement where applicable.

4 RFQ Timeline

Please see the following table for due dates for each RFQ item.

ITEM	DUE DATE
CoC Board Consideration / Anticipated RFQ Release	Friday, September 11, 2026
Mandatory Intent to Apply Submission Deadline (<i>via email</i>)	Tuesday, September 15, 2026, by 5:00 p.m.
Written Questions Submission Deadline	Thursday, September 17, 2026
Responses to Written Questions Posted	Monday, September 21, 2026
Full Application Submission Deadline (<i>via email</i>)	Friday, September 25, 2026, by 2:00 p.m.
Interviews	Friday, October 2, 2026 Thursday, October 1, 2026 (if necessary)
CoC Board Consideration of Applicant(s)	Wednesday, October 7, 2026
CoC General Membership Consideration of Applicant(s)	Friday, October 9, 2026
Court Filing Deadline	Tuesday, October 13, 2026

Note that dates listed in the table above are subject to change and will be published if adjusted. Due to the compressed timeline, there will not be a Bidders' Conference for this solicitation. Instead, prospective Applicants are encouraged to submit written questions during the written questions window.

5 Eligibility, Minimum Qualifications, and Disqualifying Conditions

5.1 Role-Specific Federal Eligibility

Please note that eligibility must be assessed by role. An organization that is eligible for one designated role may not necessarily be eligible for another.

For the Collaborative Applicant and HMIS Lead roles, the selected organization must qualify as an 'eligible applicant' under current HUD requirements. Under 24 CFR §§ 578.3 and 578.15, eligible applicants generally include private nonprofit organizations, States, local governments, and instrumentalities of State or local governments. Please note that for-profit entities are not eligible to apply for CoC Program grants or to serve as subrecipients of CoC Program grant funds. As such, for-profit entities cannot be designated as the Collaborative Applicant or HMIS Lead.

For the CES Management Entity and PIT Count Administrator roles, eligibility may include a broader range of organizational types, including for-profit entities, provided the selected entity is not required to receive CoC Program funds as a recipient or subrecipient. If CoC Program funds will be provided directly to the selected entity, the entity must meet all applicable HUD recipient or subrecipient eligibility requirements.

5.2 Minimum Organizational Qualifications

To ensure that the entity can fulfill the requirements of federal law and delegated duties under the LA CoC's charter, each Applicant for any of the above roles must demonstrate that it:

- Is a legally established entity authorized to conduct business in Los Angeles County and enter into contracts or intergovernmental agreements applicable to the proposed role;
- Possesses the organizational authority, financial capacity, staffing, and systems necessary to perform the proposed scope;
- Can demonstrate experience administering complex homelessness, housing, human-services, federal grant, data-system, coordinated-entry, census/count, or comparable public-sector functions relevant to the role;
- Can meet applicable federal, State, County, CoC City, CoC, privacy, security, nondiscrimination, records, audit, and reporting requirements;
- Can establish operational capacity sufficient to serve the full LA CoC geography and stakeholder network, whether through existing staff, new hires, subcontractors, and/or partnerships;
- Can provide qualified executive oversight and dedicated day-to-day management;
- Can meet all required deadlines associated with the FY 2027 CoC cycle;
- Agrees to cooperate with the LA CoC Board, HUD, transition partners as designated, auditors, monitors, and any court-ordered reporting process applicable to the selection; and
- Has at least five (5) years of experience administering State or federal funding of at least \$5 million per year and/or organizational budgets of at least \$5 million annually.

5.3 Disqualifying Conditions

This RFQ treats the following as automatic disqualifying conditions:

- **Role-specific legal ineligibility.** The Applicant does not qualify under applicable federal law or HUD requirements for the role it seeks
- **Active federal exclusion that legally bars participation.** The entity or principal is actively debarred, suspended, or otherwise excluded from the relevant federal transaction and no stay, injunction, waiver, or other legally effective exception permits participation
- **No legal capacity to perform.** The entity lacks legal authority to enter into a contractual agreement, receive applicable funds, or hold the designation
- **Materially false statement or omission.** The Application contains a knowingly false, misleading, or materially incomplete certification or representation
- **Unmanageable conflict of interest.** The Applicant has an actual conflict that cannot be adequately mitigated through recusals, independent decision-making, staffing firewalls, third-party review, or other enforceable controls
- **Failure to satisfy mandatory submission requirements.** The Applicant fails to timely submit the Mandatory Intent to Apply, the Full Application, or another mandatory submission requirement by the applicable deadline.

6 Role-Specific Overviews, Descriptions, Responsibilities and Qualifications

The role descriptions and responsibilities that follow are intended to illustrate the breadth, depth, complexity, and current operating requirements associated with each LA CoC Lead Entity function. They reflect significant activities performed within the current LA CoC structure and are provided so Applicants can understand the types of functions, expertise, organizational capacity, coordination, and resources that may be required to successfully serve in each role. Because this solicitation is a Request for Qualifications, these descriptions are not intended to establish a final or prescriptive scope of work or to require any future Lead Entity to replicate the current administrative model, staffing structure, allocation of responsibilities, technology, contracts, or business processes. The future operating model may evolve based on HUD requirements, LA CoC governance decisions, funding, contractual arrangements, transition planning, regional agreements, court rulings, and other applicable considerations. Applicants should therefore use the descriptions to demonstrate their qualifications and capacity to perform work of comparable scope and complexity, while recognizing that the specific duties assigned to each selected Lead Entity will be further defined through future governance decisions and applicable agreements. The inclusion of a current activity within a particular role description does not preclude the LA CoC from assigning, reallocating, modifying, or coordinating that function differently in the future, including consistent with applicable federal requirements, LA CoC governance provisions, and court rulings.

6.1 Role A – Collaborative Applicant

6.1.1 Role Overview

The Collaborative Applicant serves as the administrative, planning, and federal application lead for the LA CoC and may provide core staffing and organizational support necessary for the LA CoC to carry out its responsibilities. The Collaborative Applicant coordinates the annual HUD CoC Program competition, including the Consolidated Application and project applications. It administers the CoC Planning Grant and other funding assigned to the Collaborative Applicant, supports the LA CoC Board, General Membership, committees, and workgroups. It also coordinates system planning and performance-improvement activities, supports federal compliance and reporting, and facilitates community engagement and stakeholder participation. The Collaborative Applicant performs these functions on behalf of, and under the direction of, the LA CoC's governing bodies and does not independently exercise authorities reserved to the Board or General Membership.

The Collaborative Applicant operates at the center of the LA CoC's administrative and planning infrastructure and must coordinate closely with the HMIS Lead, CES Management Entity, PIT Count Administrator, CoC-funded recipients and subrecipients, public agencies, municipalities, housing authorities, service providers, people with lived experience, and other system partners. Current Collaborative Applicant responsibilities include managing the annual CoC funding competition, coordinating project evaluation, scoring, ranking, reallocation, and performance-improvement processes, administering CoC Planning and other applicable grants, supporting the PIT/HIC, Annual Performance Reports (APRs), and other HUD-required reporting processes, maintaining LA CoC governance and communications infrastructure, supporting the LA CoC Board, General Membership, committees, and workgroups, conducting required

system gaps analysis and planning, coordinating with Emergency Solutions Grants (ESG) recipients, and supporting implementation of CoC policies and strategic priorities.

The LA CoC is the largest Continuum of Care in the country and currently manages approximately \$220 million in federal resources. The Collaborative Applicant must therefore have sufficient executive leadership, federal grant-management expertise, staffing, project management systems, analytical capacity, fiscal infrastructure, community engagement capacity, and organizational resources to administer the LA CoC's responsibilities at this scale and manage compressed federal timelines involving numerous projects and stakeholders. The entity must also be able to administer community-wide processes neutrally and transparently, including circumstances in which the entity or an affiliate may have a financial interest in LA CoC funding decisions, and must maintain continuity of critical LA CoC administrative functions during transition and throughout the performance period.

6.1.2 Roles & Responsibilities

Consolidated Application: Design, operate, and follow a collaborative, inclusive community process for developing and submitting a Consolidated Application to HUD for the annual CoC Program competition

- Complete all administrative steps pertaining to the competition, including, but not limited to, CoC registration, validating the grant inventory worksheet (GIW) of projects eligible for renewal funding, creating and broadcasting a local competition timeline, and providing technical support for the submission of project applications in e-snaps
- Oversee outreach to, and engagement of, local service providers and other stakeholders that have not been involved with the CoC Program
- Prepare and provide technical education and strategy guidance to the LA CoC Board and broader community stakeholders on the HUD CoC NOFO competition
- Facilitate local planning around the development of funding priorities for the competition, including soliciting input from key stakeholders to inform the approval of priorities for new and/or bonus funding
- Support the development and implementation of required NOFO policies (e.g., Reallocation Policy) through community outreach and education and convening of committees and workgroups of the LA CoC Board
- Oversee an Intent to Renew process for renewal projects and a Request for Proposals process for new projects
- Facilitate planning and strategic decision-making around the scoring, ranking, and tiering of projects for federal funding consideration
- Collaborate with community partners, including HMIS Lead, CES Management Entity, and CoC City and County agencies, to draft and prepare the CoC Application
- Submit the Consolidated Application to HUD
- Foster a continuous learning and improvement mindset, and provide recommendations based on HUD debrief and other materials to improve the competition planning process, structure, and results in future years

Project Evaluation, Monitoring and Performance Improvement: Manage performance measurement and improvement processes for the CoC Program

- In coordination with the HMIS Lead, oversee the annual performance evaluation and scoring of LA CoC-funded projects as required under HUD's NOFO
- Solicit input from grant recipients, subrecipients, and partners, LA CoC Board, and other community stakeholders to inform modifications and/or updates to the evaluation methodology
- Convene Board and/or community workgroups, as needed, for input and planning purposes
- Work with the HMIS Lead to assess projects and release public score reports
- Facilitate the development of score-based standards for competition-related decision-making, including identifying projects for performance improvement, reallocation, and ranking
- Oversee the provision of capacity building and technical assistance to improve compliance and performance, particularly among projects required to undergo corrective action plans due to performance or compliance challenges

CoC System Compliance, Performance and Planning: Administer CoC Lead grants, coordinate federal reporting requirements, collaborate with ESG recipients, oversee adherence to written standards, and support system improvement endeavors

- Manage the implementation and performance of federal funds for which only the Collaborative Applicant can be the recipient, including CoC Planning and Coordinated Entry grants
- Support the Point-in-Time Count (PIT) including community outreach and dissemination of enumeration results
- Work with the HMIS Lead and PIT Count Administrator to prepare and submit required federal data reports, including planning and Coordinated Entry Annual Performance Reports (APRs), Housing Inventory Count (HIC), PIT Count, System Performance Measures (SPMs), and Longitudinal Systems Analysis (LSA)
- Request HUD technical assistance and help facilitate related system improvement efforts, such as, but not limited to, Housing Central Command
- In conjunction with the HMIS Lead and other system partners, track and monitor Key Performance Indicators (KPIs) for the homeless services system and use data to inform systems planning and resource allocation
- Provide information and data to complete Consolidated Plan and Annual Action Plans pertaining to jurisdictions within the LA CoC
- Consult with State and local government Emergency Solutions Grants (ESG) recipients within the LA CoC with respect to the plan for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and subrecipients
- Establish, update as needed, and consistently follow written standards for providing CoC assistance, in consultation with the recipients of ESG program funds
- Manage the planning and application for aligned federal funding opportunities, such as Youth Homelessness Demonstration Program (YHDP), Special Unsheltered NOFO, and similar future opportunities

System Gap Analysis: Produce a system gaps analysis of the LA CoC at least annually as required under the Interim Rule

- Carry out a competitive process for any portion of the gaps analysis that is to be subcontracted (i.e., identify a subcontractor and monitor the work to be performed)
- Identify eligible expenses
- Ensure compliance with proper spending, record keeping, and reporting
- Produce, share, and undertake system planning based on study findings
- Consider innovative ways to support LA CoC activities with Planning grant funds

Other Cross-Cutting Activities: In service of these responsibilities, the Collaborative Applicant is responsible for the following cross-cutting duties which transcend the above categories

- Co-develop and implement an annual plan with the LA CoC Board, with regular public meetings, and deliverables
- Manage LA CoC communications plan and tools (e.g., website, listserv) to carry out regular communication with community stakeholders including elected officials, municipal staff, Councils of Government, private citizens and groups, and to engage new members in LA CoC work
- Facilitate meaningful engagement of people with lived experience in LA CoC work
- Provide all staffing and logistical support for LA CoC meetings, including LA CoC Board, General Membership, committees, and workgroups
- Coordinate with other CoCs and subject matter experts to problem-solve challenges and share lessons learned and best practices

6.1.3 Collaborative Applicant Qualifications

- Demonstrate federal grant application and grant-management experience of comparable scale and complexity;
- Demonstrate knowledge of the CoC Program, 24 CFR Part 578, HUD competition processes, and local project review, scoring and ranking procedures;
- Capacity to manage compressed federal timelines and simultaneous submissions involving numerous recipients, subrecipients, and projects;
- Ability to maintain independence and confidentiality when administering a competition in which the Applicant or affiliates may have a financial interest;
- Demonstrate ability to meaningfully engage with people with lived experience in local decision-making processes;
- Excellent community outreach, engagement, and training/education skills;
- Demonstrate experience working with governance bodies to shape policies, establish priorities, and make decisions;
- Demonstrate capacity to oversee, and/or directly conduct, community needs assessments and gaps analyses to inform systems planning and resource allocation; and
- Strong executive, legal/compliance, project management, analytical, and stakeholder engagement capacity.

6.2 Role B – Homeless Management Information System (HMIS) Lead

6.2.1 Role Overview

The Homeless Management Information System (HMIS) Lead serves as the administrative and operational lead for the LA CoC's HMIS and performs the HMIS Implementation Manager functions for the shared LA HMIS Collaborative. The HMIS Lead is responsible for administering the CoC-designated HMIS platform, maintaining system availability, configuration, security, privacy, and data quality. It also supports participating organizations and end users, manages applicable technology and vendor relationships, and produces and supports HUD-required and other authorized reporting. The HMIS Lead performs these functions on behalf of the LA CoC and in accordance with HUD requirements, the LA CoC Governance Charter, Board-approved policies, and applicable regional agreements. The LA CoC retains governance and oversight authority for HMIS matters reserved to the CoC Board and other designated governing bodies.

The LA HMIS currently operates through Clarity Human Services, provided by Bitfocus, and functions as a shared implementation used by the Los Angeles, Long Beach, Pasadena, and Glendale CoCs. Through the LA HMIS Collaborative, the HMIS Lead coordinates shared system operations, vendor management, configuration, forms and workflows, data standards, training, reporting, and other functions that affect the regional implementation, while recognizing the independent governance responsibilities of each participating CoC. The HMIS Lead also oversees the LA CoC's HUD-compliant comparable database for victim service providers, currently ClientTrack, provided by Eccovia, and will coordinate closely with the Collaborative Applicant, CES Management Entity, PIT Count Administrator, participating organizations, public agencies, funders, and other partners whose operations and reporting depend on HMIS.

The shared LA HMIS currently supports approximately 400 participating agencies, 7,770 users, 175,000 active participant profiles, 250,000 program enrollments, and approximately 22,700 user-support requests annually. The HMIS Lead must therefore have sufficient executive leadership, technical and system-administration expertise, cybersecurity and privacy capacity, data-quality and reporting capability, user-support and training infrastructure, vendor-management experience, financial resources, and organizational depth to operate reliably at this scale. The HMIS Lead must also be able to maintain continuity of critical HMIS and comparable-database functions during staffing changes, technology outages, vendor transitions, system upgrades, emergencies, and any future platform or administrative transition, while preserving data integrity, security, and uninterrupted access for participating organizations and authorized users.

6.2.2 Roles & Responsibilities

The HMIS Lead may perform technical system administration and other operational functions directly or through a qualified system administrator, software vendor, subcontractor, or other approved partner. Regardless of the delivery model, the HMIS Lead will remain accountable to the LA CoC Board for performance, compliance, contract and vendor oversight, and continuity of the required HMIS functions.

Governance and Regional Coordination

- Serve as the designated HMIS Lead for the LA CoC and carry out responsibilities assigned under HUD requirements, the LA CoC Governance Charter, Board-approved policies, and any future agreements (e.g., MOUs) between the LA CoC and the Lead Entity

- Perform the HMIS Implementation Manager functions required to operate the shared HMIS implementation across the Los Angeles, Long Beach, Pasadena, and Glendale CoCs
- Provide administrative and staff support for the HMIS Committee, under the direction of the LA CoC Board, including but not limited to, preparing meeting materials, presenting HMIS performance and operational information, supporting development of recommendations, and following up on Board and Committee direction
- Work with the HMIS Committee on evaluation criteria and recommendations regarding HMIS functionality, privacy, security, and data quality, consistent with the LA CoC Governance Charter
- Develop and recommend updates to the HMIS privacy, security, and data quality plans for review and approval by the LA CoC Board, consistent with the LA CoC Governance Charter
- Develop and submit an annual HMIS Lead Performance Report to the LA CoC Board, including HMIS performance and recommended changes to the privacy, security, and data quality plans
- Coordinate with participating CoCs through the LA HMIS Collaborative on shared system functionality, forms and documentation, vendor issues, training, data standards, and other cross-CoC matters
- Coordinate with the Collaborative Applicant, CES Management Entity, PIT Count Administrator, participating organizations, jurisdictions, funders, and other partners whose work depends on, or interfaces with, HMIS
- Develop, maintain, and administer applicable HMIS policies, procedures, participation agreements, user agreements, data-sharing agreements, regional agreements, and other operating documents

System Administration and Vendor Management

- Administer and configure the CoC-designated HMIS, including participating organizations, projects, funding sources, users, licenses, access levels, data-sharing and visibility settings, services, inventories, forms, assessments, workflows, reports, and other locally required functionality. This includes setting up, modifying, and closing projects and configuring HMIS to reflect new programs, funding requirements, local requirements, and approved workflows
- Serve as the primary technical and administrative liaison with the CoC-designated HMIS software vendor and other assigned technology vendors, including management of vendor performance, licensing, upgrades, releases, enhancements, customizations, technical escalation, and resolution of system issues
- Review, test, and implement system updates and changes for consistency with HUD HMIS Data Standards and local requirements, and maintain appropriate change management, quality assurance, data validation, and system documentation processes
- Maintain processes for duplicate-client identification and record merging, and other system-level data integrity functions
- Monitor system availability, software contract metrics, and performance, and address issues that could affect HMIS users, reporting, housing workflows, or other critical operations. Develop and maintain shared forms, system documentation, and other materials needed across participating CoCs

- Support the evaluation, selection, procurement, and recommendation of the HMIS software vendor for LA CoC Board consideration and approval, as applicable, and manage resulting contracts and performance requirements when required
- Support any CoC-approved change in HMIS platform or vendor, including planning, data migration, testing, user training, implementation, and continuity of operations

User Support and Training

- Administer participating organization and user onboarding and offboarding, including account provisioning, license management, role-based access controls, and required agreements at scale
- Operate a help desk capable of addressing the volume and range of HMIS support needs across the LA HMIS, from account access and data-entry questions to reporting, configuration, and workflow issues. Current LA HMIS operations include approximately 22,700 user support requests each year.
- Establish and monitor standards for user ticket response, escalation, resolution, and user communication, and use associated help desk activity to identify recurring problems, training needs, and needed system or workflow changes
- Develop and deliver new-user, refresher, privacy and security, system-change, and other required HMIS training through virtual, in-person, and on-demand formats. Maintain centralized training and user-support resources such as training materials, job aids, standard workflows, training environments, a knowledge base, and office hours or comparable support
- Provide targeted training and technical assistance to agency data leads and other participating organization staff, including retraining when recurring data-quality, compliance, workflow, or system-use issues are identified
- Coordinate training, technical assistance, and user-support needs across CoCs participating in the shared HMIS implementation

Data Quality and Compliance

- Implement and enforce the Board-approved LA HMIS Data Quality Plan and related data-quality requirements
- Monitor data timeliness, completeness, accuracy, and consistency at the CoC, participating organization, project, and user levels
- Maintain data-quality reports and tools that support identification and correction of issues
- Conduct data cleanup, validation, and reconciliation needed for federal, State, local, and program reporting and ongoing system operations
- Monitor HMIS participation and compliance by participating organizations and end users, including required participation, data-entry standards, privacy and security requirements, policies, procedures, and training requirements
- Provide participating organizations with reports, technical assistance, and follow-up to address data quality or compliance issues. Monitor system participation and license utilization and recommend adjustments as needed

Federal, State, and Local Reporting

- Prepare, validate, troubleshoot, and submit required HMIS and systemwide reports in accordance with applicable deadlines and data standards, including the Longitudinal Systems Analysis, System Performance Measures, APR/CAPER reporting, federal partner reporting, and other HUD-required submissions
- Provide HMIS data, cleanup, validation, and submission support for the Housing Inventory Count and Point-in-Time Count in coordination with the PIT Count Administrator
- Prepare and submit the annual HMIS APR and support California and other State or local reporting requirements, including Homeless Data Integration System (HDIS) and AB 977 Homelessness program data reporting: Homeless Management Information System
- Coordinate data cleanup, validation, reconciliation, and provider follow-up needed to produce complete and accurate reports
- Resolve reporting validation issues and data questions with participating organizations, HUD, State agencies, and other government partners
- In collaboration with the Collaborative Applicant, analyze the performance of CoC Program-funded recipients and subrecipients according to the locally approved Performance Evaluation Methodology for the national CoC competition, produce performance reports for each project, and administer a formal appeals process
- Produce reports requested by the LA CoC Board, HMIS Committee, participating organizations, funders, and other authorized partners for program oversight, performance monitoring, grant administration, and system planning
- Maintain documentation of reporting methods, validation steps, corrections, and submissions

Data Integration and LA-Specific Functions

- Maintain reporting systems, dashboards, and other data tools needed for provider operations, performance monitoring, system planning, LA CoC Board and HMIS Committee reporting, and public reporting
- Manage authorized HMIS data imports, exports, migrations, APIs, integrations, and exchanges with County, CoC City, State, federal, regional, provider, and other approved systems
- Maintain procedures for validating, reconciling, documenting, and securing these data exchanges
- Maintain the reporting database and related data-integration functions needed to use HMIS data together with authorized CES, housing inventory, VA, and other system data
- Coordinate with the CES Management Entity to configure and maintain HMIS functions used for CES assessments, community queues, referrals, matching, and housing workflows
- Maintain and support assigned LA-specific HMIS functions, including interim housing inventory and bed management, participant-facing tools such as the current Participant Portal, and successor functionality as applicable
- Develop, maintain, integrate, or support other HMIS-related applications and tools assigned to the HMIS Lead, including those supporting housing inventory, matching, outreach, and related system functions

- Maintain required system functionality and data exchanges during upgrades, migrations, or transitions

Comparable Database Administration

- Oversee the CoC-designated, HUD-compliant comparable database for victim service providers (currently ClientTrack, provided by Eccovia)
- Manage or oversee the comparable-database vendor relationship and core system functions, including system administration, provider and user access, technical support, training, data quality, privacy, security, and reporting
- Coordinate with victim service providers to support compliant use of the comparable database and applicable HUD, grant, and reporting requirements
- Support required de-identified and aggregate reporting for CoC, funder, performance, and planning purposes while ensuring survivor's personally identifiable information remains protected within the authorized victim service provider environment and is not entered into the shared HMIS
- Support any CoC-approved change in comparable-database platform or vendor, including migration, testing, training, data protection, and continuity of required reporting

Privacy, Security, and Continuity

- Implement and enforce Board-approved HMIS and comparable database privacy, security, data-access, and data-release policies consistent with HUD requirements and applicable law. Review these policies as required and recommend changes to the HMIS Committee and LA CoC Board.
- Maintain appropriate security controls, including user authentication, privileged access, audit logs, system changes, data extracts, data sharing, and protection of sensitive client information
- Maintain and/or ensure incident-response, backup, disaster-recovery, and continuity procedures, and ensure critical HMIS functions continue during outages, security incidents, emergencies, system changes, and technology transitions in tandem with Bitfocus
- Maintain current system, security, configuration, and operational documentation needed for monitoring, audits, staff continuity, and future transition

Grant and Contract Administration

- Prepare and/or contribute to HMIS grant renewals and other grant applications assigned to the HMIS Lead
- Provide HMIS-related data, technical input, and documentation needed to support the Collaborative Applicant in CoC NOFO submissions and related HUD correspondence
- Administer applicable CoC HMIS grant funds and other HMIS funding (e.g., City and County of Los Angeles), including budgets, match requirements, eligible costs, fiscal reporting, grant reporting, and supporting documentation
- Manage HMIS-related contracts and agreements, including software, licensing, technology, participation, service, data-sharing, system-administration, MOU, and regional agreements
- Administer applicable agency or end-user fee policies and monitor staffing, technology, licensing, funding, and other resource needs to sustain HMIS operations

- Maintain grant, fiscal, contractual, and administrative records required for monitoring and audits

6.2.3 HMIS Lead Qualifications

- Meet HUD eligibility requirements for designation as HMIS Lead, and receipt or administration of applicable CoC HMIS funding
- Demonstrate direct experience administering a multi-agency HMIS or comparable large-scale client-level data system involving sensitive information and a substantial provider and user network
- Demonstrate knowledge and operational experience with HUD HMIS Data Standards, CoC Program requirements, HMIS privacy and security requirements, data-quality requirements, and federal HMIS reporting
- Demonstrate current or committed capacity, including sufficient staffing, systems, vendor support, financial resources, and organizational infrastructure, to support approximately 400 participating agencies, 7,770 users, 175,000 active participant profiles, 250,000 program enrollments, and approximately 22,700 annual support requests, as these volumes may reasonably change
- Demonstrate capacity to administer a shared HMIS implementation involving multiple CoCs and jurisdictions and perform the systemwide functions required of the HMIS Implementation Manager
- Demonstrate capacity to oversee a HUD-compliant comparable database for victim service providers while meeting applicable confidentiality, data-separation, reporting, privacy, and security requirements
- Demonstrate organizational capacity in system administration, vendor management, user support and training, data quality, reporting, data integration, privacy and security, grant administration, and continuity of operations
- Demonstrate capacity to provide qualified leadership, day-to-day management, and sufficient specialized staffing to assume and maintain critical HMIS operations without material disruption
- Demonstrate experience administering federal grants or comparable public funding, including budget management, compliance, reporting, monitoring, and audit requirements
- Experience with Clarity Human Services or another comparable HMIS platform, ClientTrack or another comparable database, California homelessness data requirements or shared HMIS implementations involving multiple CoCs or jurisdictions is preferred

6.3 Role C – Coordinated Entry System (CES) Management Entity

6.3.1 Role Overview

The Coordinated Entry System (CES) Management Entity manages the LA CoC's coordinated entry responsibilities on behalf of the LA CoC and provides the operational leadership, administration, and coordination needed to implement the CES within the LA CoC geographic area. The CES Management Entity also represents and supports the LA CoC's participation in the broader Los Angeles County Coordinated Entry System, which operates through regional structures that span all eight Service Planning Areas (SPAs) and include population-specific systems serving Adults, Families with Children, and Youth, with specialized processes for Veterans, survivors of domestic violence, persons with disabilities, and other populations. Los Angeles County includes four independent HUD-recognized Continuums of Care: the Los Angeles CoC (CA-600), Long Beach CoC (CA-606), Pasadena CoC (CA-607), and Glendale CoC (CA-612). Each CoC retains responsibility and authority for meeting HUD coordinated entry requirements within its

respective geographic area. As such, the CES Management Entity administers the LA CoC's CES responsibilities and coordinates shared or countywide CES functions with the other three CoCs through the CES Policy Council and other applicable agreements, policies, memoranda of understanding, or governance structures. The CES Management Entity does not exercise authority over another CoC except to the extent a shared administrative function has been expressly delegated through an approved cross-CoC arrangement.

Current LA CES operations include regionally aligned access, assessment, prioritization, Community Queue, referral, and matching processes. The Management Entity supports the administration of the Los Angeles Housing Assessment Tool (LA HAT) and other approved assessment processes (e.g., Next Step Tool and VI-FSPDAT). It also leads in Permanent Supportive Housing (PSH) prioritization and matching, select (population specific) Interim Housing referral and matching workflows, Time Limited Subsidy, and Housing Navigation referral pathways. The CES Management Entity supports Access Centers and Access Points, Family Solution Centers, Youth access pathways, and HMIS-supported assessment, prioritization, referral, matching, and housing workflows. Some of these functions are implemented through countywide or cross-CoC structures, while others are administered within individual CoC jurisdictions.

The CES Management Entity must have sufficient staffing, systems, provider support, analytical capacity, financial resources, and organizational infrastructure to administer the LA CoC's responsibilities at scale and to perform any shared regional functions assigned to the LA CoC through approved agreements or governance structures. Applicants must demonstrate the capacity to maintain continuity of required CES functions while implementing Board- and Policy Council-approved policies and procedures.

6.3.2 Roles & Responsibilities

Please see below for a summary of current roles and responsibilities of the LA CoC's CES Management Entity. The CES Management Entity may perform regional coordination, training, data analysis, case conferencing, matching support, or other operational functions directly or through qualified and approved subcontractors, regional partners, or other approved entities. Regardless of the delivery model, the CES Management Entity will remain accountable for CES performance, compliance, implementation of approved policy and guidance, partner oversight, and continuity of required CES functions.

Governance, Policy, and Regional Coordination

- Serve as the designated CES Management Entity for the LA CoC and carry out responsibilities assigned under HUD coordinated entry requirements, the LA CoC Governance Charter, CES Policy Council Bylaws, LA CoC Board- and CES Policy Council-approved policies and guidance
- Provide administrative, analytical, and staff support for the CES Policy Council, under the direction established through LA CoC governance, including preparing meeting materials, presenting CES performance and operational information, supporting development of policy and guidance recommendations, coordinating public review processes as applicable, and following up on Policy Council and Board direction
- Maintain a clear distinction between governance and administration: support development and implementation of CES policy, without independently modifying prioritization policy, assessment

policy, or other matters reserved to the CES Policy Council, LA CoC Board, LA CoC General Membership, or other governing body

- Coordinate CES implementation throughout the LA CoC geographic area, which intersects the County's eight SPAs, and coordinate with regional and population-specific CES leads, Access Centers, Family Solution Centers, Youth Access Centers or access pathways, outreach providers, housing providers, and other participating organizations serving LA CoC participants
- Coordinate with the Long Beach, Pasadena, and Glendale CoCs on countywide or cross-CoC CES matters, including policy alignment, assessment tools, prioritization practices, Community Queue and matching processes, data and HMIS-dependent workflows, training, resource coordination, and participant movement across CoC boundaries. Preserve each CoC's independent authority over CES within its HUD-recognized geography and implement shared functions only as authorized through applicable policies, agreements, memoranda of understanding, or governance structures.
- Use the CES Policy Council and other approved regional forums to support alignment among the four CoCs, recognizing that regional alignment does not by itself transfer one CoC's federal responsibilities or governing authority to another CoC or to the LA CoC CES Management Entity
- Coordinate with the Collaborative Applicant, HMIS Lead, PIT Count Administrator, Los Angeles County departments, CoC City departments, public housing authorities, funders, healthcare and behavioral health systems, veteran systems, victim service providers, and other partners whose work depends on or interfaces with CES
- Develop, maintain, and administer applicable CES operating procedures, participation agreements, implementation guides, business rules, forms, workflows, regional agreements, and other operating documents consistent with approved policy and guidance

CES Operating Framework and Participating Agency Administration

- Maintain an integrated CES operating framework for the LA CoC organized around HUD's core coordinated entry elements of Access, Assessment, Prioritization, and Referral/Matching and consistent with person-centered, Housing First, low-barrier, equitable, and transparent practices. Where these elements are regionally aligned across the four Los Angeles County CoCs, implement the LA CoC's responsibilities within the shared framework without superseding another CoC's authority
- Define and maintain minimum operating expectations for CES participating organizations and regional or population-specific CES partners, including roles, responsibilities, required workflows, communications, documentation, training, data entry, and escalation procedures
- Maintain or administer CES participation agreements and monitor participating organizations for adherence to applicable CES policies, guidance, workflows, nondiscrimination requirements, participant rights, and data requirements
- Identify inconsistent implementation across the LA CoC's SPAs, populations, providers, or programs; provide technical assistance and corrective support; and escalate material or repeated issues to the appropriate LA CoC governance or funding body. Where an issue involves another CoC or a shared regional function, coordinate resolution through the CES Policy Council or other applicable cross-CoC structure

- Maintain current organizational charts, contact lists, escalation paths, and operating calendars for LA CoC CES functions and for countywide or cross-CoC functions in which the LA CoC participates, clearly identifying which entity or CoC holds decision-making and administrative responsibility for each function
- Coordinate implementation of material CES changes, including development of implementation plans, provider communications, training, workflow updates, transition timelines, and post-implementation monitoring

Access, Prevention, and Problem-Solving

- Administer and support the CES access network serving the LA CoC geographic area, including approved Access Centers, Access Points, outreach-based access, Family Solution Centers, Youth access pathways, government agencies, 2-1-1, Safe Parking, and other approved entry points or modalities, while coordinating with neighboring CoCs where access pathways or participants cross CoC boundaries
- Maintain and regularly update public-facing information identifying how Adults, Families, Youth, Veterans, survivors of domestic violence, and other populations can access CES and related homelessness-response resources
- Monitor geographic and population coverage of CES access and identify and troubleshoot barriers related to location, hours, language, disability, transportation, technology, documentation, or other factors
- Establish and monitor minimum access standards to promote consistent screening, participant choice, reasonable accommodation, language access, and connection to appropriate next steps regardless of the participant's point of entry
- Coordinate CES access with prevention, diversion/problem-solving, outreach, interim housing, mainstream benefits, behavioral health, healthcare, legal, and other resources so that participants are not limited to permanent housing matching when another intervention can resolve or reduce the housing crisis
- Use access and referral data, provider feedback, and participant feedback to identify underserved areas or populations and recommend operational or resource changes

CES Assessment and Administration

- Implement and administer LA CES Assessment Guidance and approved phased assessment processes for Adults, Families, and Youth
- Administer operational implementation of the Los Angeles Housing Assessment Tool (LA HAT) and any other assessment or triage tools approved through the CES governance process, including training, workflows, eligibility requirements, data entry, quality assurance, and implementation support
- Manage transition requirements associated with legacy assessment tools and scores, including VI-SPDAT assessments completed before discontinuation, in accordance with CES Policy Council guidance

- Establish and maintain procedures governing when an assessment is required, who may administer it, when reassessment is appropriate, and how duplicate or unnecessary assessments are avoided
- Coordinate with the HMIS Lead to ensure approved assessment tools, workflows, forms, data elements, and reporting requirements are correctly configured in HMIS and any authorized comparable database
- Monitor assessment timeliness, completion, consistency, quality, utilization, and equity; identify recurring implementation problems; and provide targeted retraining or recommend policy/guidance changes when appropriate
- Ensure assessment processes provide language access, reasonable accommodations, privacy protections, and alternative processes required for protected populations

Prioritization and Community Queue Management

- Implement and administer CES prioritization policies and guidance applicable to the LA CoC. Where prioritization frameworks are regionally aligned through the CES Policy Council or other cross-CoC agreements, implement the LA CoC's responsibilities under those frameworks while preserving each CoC's authority over its own federally required CES policies and procedures
- Maintain the operational business rules needed to translate applicable prioritization policy into Community Queue, by-name list, referral, matching, and related workflows for LA CoC participants and resources, including any authorized shared or cross-CoC workflows
- Administer or oversee Community Queue and active-list management processes, including participant status, points of contact, required current information, engagement expectations, record quality, duplicate records, inactive records, and re-engagement procedures. For countywide or shared queues, perform only the administrative responsibilities assigned to the LA CoC or selected CES Management Entity through the applicable regional governance or operating agreement
- Coordinate with participating organizations and the HMIS Lead to maintain complete and current information needed to prioritize and refer participants to appropriate resources
- Monitor the size, composition, aging, movement, and outcomes of Community Queues serving the LA CoC by SPA, population, intervention type, race/ethnicity, disability, household type, and other relevant characteristics, and participate in countywide analysis where shared data and governance permit
- Identify participants experiencing prolonged time on a Community Queue, repeated unsuccessful referrals, loss of contact, or other barriers and establish escalation, case conferencing, or problem-solving processes
- Monitor application of prioritization policy across LA CoC providers, SPAs, populations, and housing resources and address inconsistent practices or unauthorized screening criteria. When an issue involves another CoC or a shared countywide process, refer or coordinate the matter through the applicable cross-CoC governance structure rather than directing another CoC's operations
- Analyze potential disparities created by prioritization and queue-management practices and provide findings and recommended improvements to the relevant governance body (e.g., CES Policy Council)

Housing Resource Inventory, Referral, and Matching

- Administer CES referral and matching processes for housing and other resources designated for coordinated entry within the LA CoC, consistent with funder requirements, participant eligibility, approved prioritization policy, and participant choice. Coordinate cross-CoC referrals or use of regionally shared resources only when permitted by the applicable funding source, program requirements, participating CoC policies, and approved regional agreements
- Coordinate with the HMIS Lead and housing providers to maintain timely information on housing inventory, program eligibility, vacancies, unit characteristics, accessibility, and referral status needed to support effective matching
- Administer the LA CoC's responsibilities within the Community Queue and matching processes in effect during the performance period, including any countywide or shared processes authorized through the CES Policy Council or other cross-CoC agreements, and support transition to successor processes or systems approved by the LA CoC and, where applicable, participating CoCs
- Implement CES PSH Prioritization and Matching Guidance, including applicable processes for tenant-based and project-based PSH, accessible units, new project-based resources, and population-specific or specialized housing resources
- Maintain and implement applicable Interim Housing referral and matching workflows and approved referral pathways from Access Centers or Interim Housing to Housing Navigation, Time Limited Subsidies, and other housing interventions
- Coordinate specialized matching procedures for Adults, Families, Youth, Veterans, survivors of domestic violence, persons requiring accessible units or reasonable accommodations, and other populations as required by approved policy and program rules. Where specialized resources or matching pathways span CoC boundaries, coordinate with the affected CoC rather than assuming jurisdiction over its referrals or resources
- Track referrals from issuance through provider response, participant acceptance or decline, enrollment, lease-up, denial, return, cancellation, or other disposition and establish standards for timely action by referring and receiving parties
- Monitor referral acceptance, rejection, return, and unsuccessful-match reasons; identify recurring barriers; and coordinate corrective action with providers, funders, public housing authorities, and CoC governance bodies
- Establish escalation and case-resolution procedures for eligibility disagreements, repeated referral failures, inability to locate participants, stalled lease-ups, documentation barriers, and other matching issues
- Monitor time from prioritization to referral, referral to enrollment, and referral to housing placement and identify opportunities to improve throughput and utilization of available housing resources

Case Conferencing and Population-Specific Coordination

- Establish and support a consistent case conferencing framework across the LA CoC portions of the SPAs and population systems, including expectations for purpose, participants, frequency, documentation, assigned actions, follow-up, and confidentiality, and coordinate cross-CoC case conferencing when participant needs or resources cross jurisdictional boundaries

- Support SPA-level, population-specific, and specialized case conferencing for LA CoC participants experiencing prolonged homelessness, repeated unsuccessful referrals, complex cross-system needs, or other barriers to housing. When a participant or resource involves Long Beach, Pasadena, or Glendale, coordinate with the applicable CoC's designated staff or CES lead
- Coordinate with regional CES leads, outreach teams, Access Centers, Family Solution Centers, Youth providers, interim housing, housing navigation, healthcare, behavioral health, veteran, justice, child welfare, and other systems when needed to resolve participant barriers
- Maintain coordinated but population-responsive CES pathways for Adults, Families with Children, and Youth and ensure consistent CES principles while accommodating differences in eligibility, safety, developmental needs, housing resources, and service models
- Coordinate specialized CES processes for Veterans, survivors of domestic violence and human trafficking, persons with disabilities, and other populations subject to specialized federal, State, local, or CoC requirements

Training, Technical Assistance, and Provider Support

- Develop and maintain a comprehensive CES training curriculum covering access, assessment, LA HAT and other approved tools, prioritization, Community Queues, referral and matching, case conferencing, participant rights, protected populations, HMIS-dependent workflows, and other required CES functions
- Provide onboarding, refresher, system-change, and targeted corrective training through virtual, in-person, and on-demand formats and maintain centralized training materials, job aids, standard workflows, FAQs, knowledge resources, and office hours or comparable support
- Establish and monitor standards for CES technical assistance requests, escalation, resolution, and provider communication, and use support activity to identify recurring problems, policy questions, training needs, or workflow changes
- Coordinate CES training and technical assistance with the HMIS Lead so that operational guidance, system configuration, and data-entry instructions remain consistent
- Track training participation and completion and require retraining or targeted support when recurring quality, compliance, assessment, referral, or workflow issues are identified
- Provide implementation support to regional and population-specific CES leads serving the LA CoC so that approved policies and guidance are applied consistently. Coordinate, rather than direct, implementation support involving Long Beach, Pasadena, or Glendale unless a cross-CoC agreement expressly assigns a shared function to the LA CoC CES Management Entity

HMIS Coordination, Data Quality, and Reporting

- Coordinate closely with the HMIS Lead to define and maintain CES business requirements for assessments, Community Queues, prioritization, referrals, matching, housing workflows, case conferencing, reporting, dashboards, and other HMIS-supported functions
- Participate in design, testing, user acceptance, implementation, and change management for CES-related HMIS functionality while preserving the HMIS Lead's responsibility for technical system administration, security, configuration, and data standards

- Establish CES data-quality and operational requirements for LA CoC CES workflows in coordination with the HMIS Lead and monitor the timeliness, completeness, consistency, and usability of CES data at the CoC, SPA, provider, project, and workflow levels. For shared countywide HMIS/CES functions, coordinate requirements with the HMIS Lead and participating CoCs through the applicable regional governance structure
- Coordinate provider follow-up, data correction, workflow remediation, and targeted technical assistance when CES data or system use does not meet established requirements
- Develop and maintain reports and dashboards needed for day-to-day LA CoC CES operations, provider management, regional coordination, CES Policy Council and LA CoC Board oversight, public reporting, and continuous quality improvement. Participate in countywide reporting where shared data and governance arrangements authorize regional analysis
- Produce regular analysis of LA CoC access, assessment, Community Queue, referral, matching, enrollment, housing placement, unsuccessful referrals, queue aging, resource utilization, geographic variation, and equity outcomes, and contribute LA CoC data and analysis to countywide CES reporting as authorized
- Maintain documentation of CES performance definitions, reporting methodologies, validation steps, operational business rules, and significant changes to measures or reports

Participant Rights and Protected Populations

- Implement and support accessible CES grievance, appeal, reasonable accommodation, and participant-rights processes consistent with applicable CoC policies and provider requirements
- Ensure CES processes comply with applicable nondiscrimination, equal access, fair housing, disability, language access, privacy, confidentiality, and Violence Against Women Act requirements
- Coordinate with victim service providers to maintain safe CES pathways, comparable database processes, specialized referral and matching procedures, and protections against disclosure of survivor personally identifying information.
- Manage the implementation of the LA CoC's Emergency Transfer Policy
- Monitor CES access, assessment, prioritization, referral, matching, and housing outcomes for disparities by race, ethnicity, disability, gender, age, household type, geography, and other legally relevant characteristics
- Engage people with lived experience of homelessness and communities disproportionately affected by homelessness in CES policy implementation, evaluation, training, and continuous improvement
- Identify operational practices that create barriers or inequitable outcomes and develop corrective recommendations for the CES Policy Council, LA CoC Board, providers, or funders as appropriate

System Performance and Continuous Quality Improvement

- Establish and maintain a CES performance management framework for the LA CoC with service standards, key performance indicators, regional and provider-level measures, and regular reporting to the CES Policy Council and LA CoC Board. Coordinate common measures with Long Beach, Pasadena, and Glendale when regional alignment is adopted through the appropriate governance process

- Monitor LA CoC CES effectiveness and efficiency, including geographic access, assessment timeliness, Community Queue aging, referral and matching timeliness, acceptance and return rates, time to housing, housing-resource utilization, unresolved cases, and other Board-approved indicators, and participate in countywide performance analysis where applicable
- Use performance data, provider feedback, participant feedback, grievances, help requests, and implementation reviews to identify bottlenecks, operational failures, inequities, and opportunities for system improvement
- Develop, test, implement, and evaluate operational improvements and provide recommendations for policy or guidance changes through the applicable CES governance process
- Periodically review the effectiveness, validity, consistency, and equity of LA CoC assessment, prioritization, queue-management, referral, and matching processes and support independent evaluation when requested by the LA CoC. For processes shared across the four CoCs, coordinate evaluation and recommendations through the CES Policy Council or other applicable regional structure
- Develop and submit an annual CES Management Entity Performance Report to the LA CoC Board summarizing LA CoC system performance, major operational changes, policy implementation, equity findings, provider compliance, participant/provider feedback, regional coordination activities, and recommended improvements, including the status of any shared countywide functions administered on behalf of, or in coordination with, other CoCs

Communications, Business Continuity, and Transition

- Maintain coordinated communications with LA CoC CES participating organizations, regional leads, housing providers, public agencies, housing authorities, funders, the CES Policy Council, LA CoC Board, and other stakeholders regarding operational requirements, system changes, deadlines, and disruptions. Maintain designated communication and escalation channels with Long Beach, Pasadena, and Glendale for countywide or cross-CoC matters
- Maintain current public-facing CES information, provider guidance, contact information, resource directories, and implementation notices
- Maintain business continuity and emergency operating procedures for HMIS or technology outages, loss of key staff, provider or Access Center disruptions, declared emergencies, major resource changes, or other events that could interrupt CES access, queue management, referral, or matching
- Maintain alternate or manual procedures needed to preserve critical CES functions when technology or normal operating systems are unavailable
- Support any LA CoC-approved change in CES administrative entity, regional operating structure, assessment methodology, prioritization process, Community Queue or matching model, or related technology, including transition planning, testing, provider communication, training, implementation, and continuity of operations. Where the change affects a shared countywide function, coordinate implementation with each participating CoC and do not implement changes on behalf of another CoC without appropriate authorization
- Maintain current operational documentation, process maps, policies, guidance, provider contacts, training materials, performance definitions, open issues, and other records needed for monitoring, continuity, audit, and future transition

Grant, Contract, and Resource Administration

- Prepare or support CES-related grant applications, renewals, budgets, and funding requests assigned to the CES Management Entity
- Provide CES-related data, technical input, performance information, and documentation needed to support the Collaborative Applicant in CoC NOFO submissions and related HUD correspondence
- Administer applicable CES funding assigned to the selected entity, including budgets, eligible costs, match requirements where applicable, fiscal reporting, grant reporting, and supporting documentation
- Manage CES-related subcontracts, participation agreements, regional agreements, memoranda of understanding, training or technology agreements, and other contracts assigned to the CES Management Entity
- Monitor staffing, technology, training, LA CoC regional coordination, and other resource needs necessary to sustain CES operations and provide timely recommendations to governance and funders, including resource needs associated with any shared functions the selected entity is authorized to perform across CoCs
- Maintain grant, fiscal, contractual, administrative, and performance records required for monitoring, audit, and public accountability

6.3.3 CES Management Entity Qualifications

- Demonstrate direct experience administering or operating a multi-agency Coordinated Entry System, centralized access/referral system, homelessness response system, or comparable large-scale human-services coordination system involving a substantial provider network and multiple jurisdictions
- Demonstrate knowledge and operational experience with HUD coordinated entry requirements, 24 CFR Part 578, Housing First, fair housing and equal access requirements, CES assessment and prioritization practices, and the relationship between CES and HMIS
- Demonstrate current or committed capacity, including sufficient leadership, program management, regional coordination, training and technical assistance, data analysis, provider support, financial resources, and organizational infrastructure, to administer CES throughout the LA CoC geographic area, across the County's eight-SPA operating framework, and across the Adult, Family, and Youth population systems to ensure full geographic coverage, while coordinating effectively with the independent Long Beach, Pasadena, and Glendale CoCs
- Demonstrate capacity to operate CES within a complex regional governance structure in which the LA CoC retains authority for its own HUD-required CES responsibilities while coordinating policy and shared operations with the CES Policy Council; Long Beach, Pasadena, and Glendale CoCs; funders; public agencies; and participating organizations
- Demonstrate capacity to administer Community Queues, prioritization, housing-resource matching and referral, provider participation, case conferencing, and performance management at substantial scale without material disruption
- Demonstrate experience coordinating operational requirements with an HMIS Lead or other enterprise data-system administrator and using client-level data for real-time workflow management, quality assurance, reporting, and continuous improvement

- Demonstrate experience developing and delivering large-scale training and technical assistance and supporting consistent implementation across decentralized provider networks
- Demonstrate capacity to identify and mitigate actual or potential conflicts of interest, including conflicts that may arise if the Applicant or an affiliate operates housing or services that receive CES referrals
- Demonstrate capacity to provide qualified executive leadership, day-to-day management, and sufficient specialized staffing to assume and maintain critical CES operations through transition and ongoing performance
- Demonstrate experience administering federal, State, local, or comparable public funding, including budget management, compliance, reporting, monitoring, contract management, and audit requirements, when applicable to the proposed delivery model
- Experience with the Los Angeles County CES, LA HAT, PSH prioritization and matching, countywide Community Queue and matching processes, Adult/Family/Youth CES, LA HMIS/Clarity workflows, Los Angeles public housing authorities, and/or multi-CoC regional coordinated entry is preferred but is not required if the Applicant demonstrates substantially equivalent experience and a credible transition plan. Experience working within a regional model that preserves the independent authority of multiple CoCs is particularly relevant

6.4 Role D – Point-in-Time (PIT) Count Administrator

6.4.1 Role Overview

The LA CoC's Point-in-Time (PIT) Count Administrator serves as the operational and project-management lead for the LA CoC's HUD-required Point-in-Time Count and Housing Inventory Count (HIC). The PIT Count Administrator is responsible for planning, coordinating, implementing, quality assuring, documenting, analyzing, and reporting the LA CoC's sheltered and unsheltered PIT Count and HIC activities in accordance with HUD requirements and LA CoC direction. The Administrator develops and manages the annual count methodology and work plan, coordinates field, provider, survey, technology, statistical, and data-validation activities, and supports preparation of required federal submissions and public reporting. The LA CoC retains ultimate responsibility for meeting HUD PIT/HIC requirements and approving material count methodology and policy decisions.

The LA CoC PIT/HIC process is a large, multi-component operation involving municipalities, County and city agencies, homeless service and outreach providers, volunteers, researchers, universities, technology vendors, HMIS participating organizations, victim service providers, and people with lived experience. Current count operations include a multi-night unsheltered field enumeration across the LA CoC geography using digital data collection and census-tract-based deployment, specialized enumeration of hard-to-reach and other special-consideration locations, a youth-specific count and survey process, an unsheltered demographic survey and statistical estimation methodology, and a sheltered PIT and HIC process that relies on HMIS data, provider validation, and collection of information from non-HMIS projects and comparable databases. The PIT Count Administrator coordinates closely with the Collaborative Applicant, HMIS Lead, CES Management Entity, research and statistical partners, participating providers, jurisdictions, and other entities necessary to produce a complete, defensible, and transparent count.

The PIT Count Administrator must have sufficient executive leadership, project-management capacity, field-operations infrastructure, GIS and mapping capability, statistical and survey expertise, technology support, provider-support capacity, communications resources, financial capacity, and organizational infrastructure to administer the PIT/HIC process at the scale and complexity of the LA CoC. This includes the ability to coordinate thousands of volunteers and professional partners, manage multiple vendors and specialized count components, oversee large and time-sensitive datasets, maintain rigorous quality-control and documentation standards, and respond rapidly to operational, methodological, technology, or data-quality issues. The PIT Count Administrator must also be able to preserve continuity of critical count functions during transition and produce methodology and results that can withstand HUD review, independent technical scrutiny, and public examination.

6.4.2 Roles & Responsibilities

The PIT Count Administrator may perform statistical analysis, survey research, application development, field operations, mapping, youth count activities, or other technical functions directly or through qualified and approved research partners, universities, technology vendors, subcontractors, outreach partners, or other approved entities. The LA CoC currently has existing relationships and contractual arrangements supporting 1) homeless count statistical and demographic surveying services and 2) digital data collection and reporting via proprietary app software. The PIT Count Administrator will be expected to coordinate with these existing resources, as feasible and appropriate, to support continuity of PIT/HIC operations and the transition of responsibilities. The Administrator is also expected to oversee a full annual census, including both sheltered and unsheltered components, even though HUD only requires an unsheltered count every other year and a sheltered count annually. The PIT Count Administrator will remain accountable to the LA CoC for count planning, methodology, operational execution, vendor and partner oversight, data quality, compliance, transparency, and continuity of the required PIT/HIC functions.

Governance, HUD Compliance, and Cross-CoC Coordination

- Serve as the designated PIT Count Administrator for the LA CoC and carry out responsibilities assigned under HUD PIT/HIC requirements, 24 CFR Part 578, applicable HUD notices and data submission guidance, the LA CoC Governance Charter, and Board-approved direction
- Maintain a current annual calendar of HUD PIT/HIC requirements, local planning milestones, field count dates, sheltered PIT/HIC deadlines, youth count activities, demographic survey activities, quality review, data submission, public reporting, and after-action activities
- Provide planning and performance updates to the LA CoC Board and other designated governance bodies and present material methodology changes, operational risks, and corrective actions for review as required
- Coordinate with the Collaborative Applicant, HMIS Lead, CES Management Entity, CoC City and County departments, municipalities, public housing authorities, outreach systems, service providers, funders, researchers, and other partners needed to complete the count
- Coordinate with the Long Beach, Pasadena, and Glendale CoCs on regional timing, methodological alignment, shared communications, cross-boundary issues, and countywide or regional reporting when mutually agreed, while preserving each CoC's independent responsibility for its own PIT/HIC count and HUD submission

- Develop, maintain, and administer PIT/HIC policies, standard operating procedures, project plans, methodology documentation, field protocols, data-quality procedures, vendor scopes, training materials, submission guidance, and other operating documents

Annual Count Planning, Methodology, and Project Management

- Develop and maintain a comprehensive annual PIT/HIC project management plan, master timeline, critical-path schedule, staffing model, procurement/vendor plan, stakeholder engagement plan, communications plan, risk register, and contingency plan
- Understand and implement current HUD PIT/HIC definitions, required data elements, methodological standards, reporting requirements, and submission instructions and incorporate all applicable changes into LA CoC count processes
- Recommend an annual count methodology that is statistically defensible, operationally feasible, comparable over time to the extent appropriate, and responsive to changes in homelessness patterns, geography, technology, HUD requirements, and local system conditions
- Document the rationale for significant methodology changes and assess potential effects on year-over-year comparability and trend interpretation
- Establish clear roles, responsibilities, decision rights, deadlines, quality checkpoints, and escalation procedures for staff, contractors, researchers, deployment site leads, outreach partners, HMIS staff, participating organizations, and other count partners
- Maintain a count operations command structure and issue-resolution process capable of supporting planning, field operations, data processing, and post-count validation

Geographic Planning, Mapping, and Enumeration Strategy

- Maintain accurate geographic boundaries and count areas for the LA CoC, including census tracts or successor geographic units, municipalities, unincorporated communities, SPAs, City of Los Angeles geographies, and other local reporting areas
- Develop and maintain deployment maps, field assignments, enumeration routes, geographic reference materials, and digital map layers needed for field operations and local reporting
- Coordinate with local jurisdictions, outreach providers, homeless coalitions, lived-experience partners, public agencies, and other knowledgeable stakeholders to identify areas with a concentration of people experiencing unsheltered homelessness including encampments, vehicle-dwelling locations, hard-to-reach areas, changes in homelessness patterns, and potential geographic coverage gaps
- Establish specialized strategies for special consideration tracts and locations that are remote, dangerous, inaccessible, or otherwise inappropriate for general volunteers, including use of trained outreach or public-agency teams where appropriate
- Monitor field completion in real time and establish make-up count procedures for tracts or areas that are missed, incomplete, invalid, or otherwise require follow-up
- Document geographic coverage, incomplete areas, make-up activities, and limitations for inclusion in methodology and quality-assurance reporting

Unsheltered Count Field Operations

- Plan and execute the LA CoC unsheltered enumeration during the HUD-approved count period and on the CoC-approved schedule
- Determine volunteer, staff, outreach, deployment-site, logistics, transportation, safety, technology, and supply requirements for each night or phase of the unsheltered count
- Establish and operate deployment sites and define required roles for deployment coordinators, logistics specialists, technical support staff, team leads, and other personnel
- Conduct extensive community engagement to recruit, register, screen as appropriate, train, assign, deploy, communicate with, and support thousands of volunteers
- Develop and implement field safety protocols, prohibited activities, emergency escalation procedures, and specialized procedures for high-risk or inaccessible locations
- Coordinate real-time field operations, technical support, supply distribution, route coverage, incident response, completion monitoring, and make-up assignments
- Maintain processes for field teams to distinguish and appropriately record people, tents, makeshift shelters, vehicles, and other observations required by the approved methodology
- Track field completion, including required make-up canvassing for uncanvassed tracts, volunteer participation, deployment performance, technical issues, incidents, and other operational measures needed for quality assurance and after-action review

Digital Data Collection and Count Technology

- Oversee and coordinate use of the digital data-collection platform and associated technology used for the unsheltered count
- Ensure digital tools support approved geographic assignments, required observation categories, quality controls, audit trails, offline or contingency functionality as needed, and secure transfer of count data
- Test count applications, forms, maps, devices, connectivity, user permissions, exports, and reporting functionality prior to field deployment
- Provide technical support before and during field operations and maintain escalation procedures for application, device, mapping, connectivity, or data-transmission issues
- Maintain manual or alternate data-collection procedures necessary to preserve count continuity during technology outages or localized failures
- Document system changes, testing, technical incidents, data corrections, exports, and other technology-related controls needed to support validation and reproducibility

Unsheltered Demographic Survey and Statistical Estimation

- Develop or oversee the statistically valid demographic survey, sampling strategy, field protocols, weighting or estimation methods, and analytical processes used to estimate characteristics of the unsheltered population
- Engage qualified statisticians, survey researchers, academic partners, or other experts as needed to design, review, implement, and document the methodology

- Develop survey instruments consistent with HUD-required PIT characteristics and additional LA CoC data needs, while minimizing respondent burden and protecting privacy
- Recruit, train, deploy, and monitor survey staff or partners and establish procedures to achieve sufficient geographic and demographic representation
- Establish quality-control procedures for survey completion, sampling, nonresponse, outliers, duplicate or invalid records, weighting, imputation where appropriate, and statistical review
- Develop and/or oversee and document conversion factors, estimation procedures, confidence intervals or margins of error where applicable, and other analytical steps used to transform field observations and survey data into final estimates
- Maintain sufficient methodological and analytical documentation to permit independent review, replication to the extent practicable, and transparent explanation of changes from prior years

Youth Count and Other Specialized Count Components

- Plan, coordinate, and oversee a youth-specific count methodology appropriate to unaccompanied youth and young adults and compliant with HUD requirements
- Coordinate with youth providers, Youth Action Boards or other lived-experience bodies, schools and higher education partners, drop-in centers, outreach teams, public agencies, and other organizations with specialized knowledge of youth homelessness
- Administer the youth survey and sampling approach, including respondent-driven sampling or successor methodology when approved, and monitor sample size, geographic representation, participation, incentives where permitted, data quality, and respondent safety
- Coordinate specialized data collection or validation for Veterans, families, survivors of domestic violence, chronically homeless households, older adults, and other HUD-required or locally significant subpopulations
- Coordinate with Victim Service Providers and the HMIS Lead to obtain required aggregate or de-identified sheltered PIT/HIC information from comparable databases without receiving or exposing survivor personally identifying information
- Ensure specialized count components are integrated into the overall PIT methodology, deduplication strategy, statistical estimation, quality review, and final reporting

Sheltered PIT and Housing Inventory Count Administration

- Administer the LA CoC's annual sheltered PIT and Housing Inventory Count process for all projects and sites required to be included under HUD guidance
- Maintain a complete inventory of Emergency Shelter, Transitional Housing, Safe Haven, Permanent Supportive Housing, Rapid Re-Housing, Other Permanent Housing, and other project types required by HUD, including new, closed, reconfigured, or otherwise changed projects
- Establish and maintain project-level HIC submission workflows, instructions, technical assistance, deadlines, validation rules, and review procedures
- Coordinate with the HMIS Lead so that HMIS-based project inventory, bed/unit information, enrollment/occupancy, household characteristics, and other sheltered PIT/HIC data are current, correctly configured, and available for provider review

- Use HMIS-prepopulated or successor project forms for HMIS-participating projects where appropriate, require corrections to source HMIS data when discrepancies are identified, and document any permitted exceptions or manual adjustments
- Collect and validate required HIC and sheltered PIT information from non-HMIS projects and comparable databases through approved secure processes
- Coordinate provider review and certification of bed/unit inventory, dedicated beds, year-round and seasonal inventory, overflow/voucher inventory, occupancy, household type, target populations, funding sources, geographic location, and other HUD-required HIC elements
- Identify and resolve unusual utilization rates, inventory changes, missing submissions, inconsistent project classifications, duplicate projects, unexplained year-over-year changes, and other anomalies before federal submission
- Conduct outreach and technical assistance to projects that do not submit timely or accurate information and maintain an escalation process for unresolved HIC/PIT compliance issues.
- Maintain documentation of project-level changes, provider explanations, validation steps, corrections, and final determinations sufficient for HUD review, audit, and future-year reconciliation

HMIS Coordination, Data Quality, Deduplication, and Validation

- Coordinate closely with the HMIS Lead on all PIT/HIC functions dependent on HMIS configuration, project inventory, enrollments, sheltered occupancy, demographic data, reporting, Looker or successor validation tools, and HDX 2.0 preparation
- Define PIT/HIC operational and reporting requirements while preserving the HMIS Lead's responsibility for technical system administration, data standards, project setup, security, privacy, and data-quality plan implementation
- Establish count-specific data-quality checks addressing completeness, accuracy, consistency, geographic assignment, household composition, project type, inventory, utilization, duplicate records, and other material validation issues
- Coordinate data cleanup, reconciliation, provider follow-up, and correction of source-system errors before finalizing the sheltered PIT/HIC dataset
- Develop and implement deduplication and reconciliation procedures appropriate to the unsheltered count, youth count, demographic survey, sheltered count, and other data sources while preserving applicable privacy and confidentiality requirements
- Maintain an auditable record of corrections, exclusions, methodology decisions, assumptions, validation results, and unresolved limitations

HUD Data Preparation, HDX Submission, and Federal Review

- Prepare, validate, reconcile, and document all LA CoC PIT and HIC data required for submission through HUD's Homelessness Data Exchange (HDX 2.0)
- Coordinate with the Collaborative Applicant and the LA CoC's designated HDX Primary Contact to ensure both the HIC and PIT modules are complete, accurate, validated, and submitted by HUD deadlines

- Provide the Collaborative Applicant and HDX Primary Contact with final data tables, methodology documentation, validation findings, explanations of material changes, and other information needed to certify or submit the LA CoC's PIT/HIC data
- Respond promptly to HUD validation messages, technical questions, data-quality inquiries, methodology questions, or requests for correction in coordination with the Collaborative Applicant and HMIS Lead
- Maintain final submission records, HDX exports, validation reports, HUD correspondence, correction logs, and other federal documentation
- Ensure that any revised or resubmitted data are fully documented and reconciled with public releases, prior versions, and source data

Analysis, Public Reporting, and Transparency

- Produce final PIT/HIC estimates, tables, data files, dashboards, and summary products for the LA CoC, City of Los Angeles, SPAs, municipalities, supervisorial or council districts, and other local geographies approved by the LA CoC, to the extent supported by the methodology
- Produce public-facing analyses of total, sheltered, and unsheltered homelessness; demographic and household characteristics; subpopulations; shelter and housing inventory; utilization; and year-over-year trends
- Clearly distinguish statistically estimated values, administrative counts, raw observations, and HIC inventory measures and communicate limitations, margins of error, methodological changes, and comparability considerations
- Coordinate with Long Beach, Pasadena, and Glendale CoCs when regional or Los Angeles County-level public reporting combines or presents data from multiple CoCs, ensuring that each CoC's independently produced data are accurately represented
- Prepare presentation materials and briefings for the LA CoC Board, governmental partners, providers, media/public audiences as assigned, and other authorized stakeholders
- Publish or support publication of methodology reports, data summaries, public-use data, dashboards, FAQs, and supporting documentation sufficient to promote transparency and responsible interpretation of results
- Maintain version control and correction procedures for public data and promptly document material revisions following HUD review or discovery of data issues

Training, Communications, and Stakeholder Support

- Develop and maintain training curricula and job aids for volunteers, deployment site personnel, outreach teams, survey staff, provider HIC/PIT users, municipal partners, and other count participants
- Provide virtual, in-person, recorded, and hands-on training formats as appropriate and maintain centralized training, FAQ, technical assistance, and count-support resources
- Develop and execute a volunteer recruitment and public engagement strategy sufficient to support count staffing needs while identifying geographies or roles requiring targeted recruitment

- Maintain timely communications with municipalities, providers, outreach systems, deployment sites, public agencies, volunteers, researchers, and other partners regarding deadlines, responsibilities, changes, risks, and operational instructions
- Operate or coordinate a structured help desk, ticketing, email, or other support mechanism for HIC/PIT provider questions and count-related technical issues and use support trends to improve guidance and training
- Engage people with lived experience of homelessness in methodology review, training, survey design, field planning, after-action evaluation, and other count-improvement activities as appropriate

Vendor, Contract, Grant, and Resource Administration

- Develop or manage scopes of work, procurement requirements, contracts, subcontracts, memoranda of understanding, and performance requirements for statistical, survey, technology, mapping, logistics, outreach, youth-count, communications, and other count-related partners assigned to the PIT Count Administrator
- Monitor contractor and subcontractor performance, deliverables, timelines, data quality, invoicing, compliance, corrective actions, and maintain clear accountability for all delegated count functions
- Prepare or support PIT/HIC-related grant applications, budgets, funding requests, match documentation where applicable, and fiscal reporting assigned to the PIT Count Administrator
- Monitor staffing, technology, supplies, deployment sites, survey incentives where permissible, contracted services, and other resource requirements needed to conduct the count
- Maintain grant, procurement, fiscal, contractual, administrative, and performance records required for monitoring, audit, public accountability, and future transition

Business Continuity, After-Action Review, and Continuous Improvement

- Maintain contingency and continuity plans for severe weather, natural disaster, public safety incidents, technology outages, loss of deployment sites, staffing shortages, vendor failure, data loss, or other events that could disrupt the Count
- Maintain alternate procedures needed to preserve critical field, survey, sheltered PIT/HIC, and data-processing functions when normal systems are unavailable
- Conduct structured after-action reviews following each major count component and the annual PIT/HIC cycle, incorporating feedback from volunteers, providers, municipalities, field staff, outreach teams, youth partners, researchers, HMIS staff, and people with lived experience
- Analyze count quality, geographic coverage, volunteer performance, survey response, provider participation, HIC validation, data-quality issues, technology performance, cost, staffing, and operational risks and identify corrective actions
- Maintain complete operational and methodological documentation necessary for monitoring, staff continuity, independent review, audit, and transition to a future PIT Count Administrator

6.4.3 PIT Count Administrator Qualifications

- Demonstrated direct experience managing large-scale PIT counts, censuses, population surveys, field research, public-health/community enumeration, election-style deployments, or similarly complex multi-site data-collection and statistical-analysis operations
- Demonstrated knowledge of HUD PIT and HIC requirements, homelessness definitions, HDX reporting, sheltered and unsheltered count methods, housing inventory reporting, data quality, and federal submission requirements
- Demonstrated the capacity to meet current HUD PIT/HIC requirements, preserve continuity of critical count functions, produce defensible and transparent results, and implement approved methodological or operational improvements.
- Strong statistical, survey-research, geographic information system (GIS), data-management, quality-assurance, logistics, volunteer-management, communications, and project-management capacity, whether directly or through qualified partners
- Demonstrated current or committed capacity to conduct the LA CoC count across a large and geographically diverse area involving thousands of volunteers and numerous jurisdictions and service providers. This includes sufficient leadership, field operations, provider support, statistical/analytical, technology, communications, financial, and organizational infrastructure
- Capacity to administer both field-based unsheltered enumeration and project-level sheltered PIT/HIC processes and to integrate data from HMIS, non-HMIS providers, comparable databases, youth surveys, demographic surveys, and other approved sources
- Demonstrated capacity to coordinate count operations across all portions of the LA CoC that intersect with Los Angeles County's eight SPAs while respecting the independent PIT/HIC authority of the Long Beach, Pasadena, and Glendale CoCs
- Whether directly or via a contractor, demonstrated capacity to design, oversee, and document statistically defensible sampling, survey, conversion, estimation, and validation methods and to communicate uncertainty and methodological limitations transparently
- Experience using or managing secure digital field data-collection tools, mapping/GIS platforms, provider submission portals, data validation systems, and large-scale operational reporting tools
- Established capacity to manage universities, statisticians, survey firms, technology vendors, outreach partners, deployment sites, municipalities, volunteers, subcontractors, and other entities while retaining clear prime accountability
- Demonstrated capacity to provide qualified executive leadership, day-to-day management, and sufficient specialized staffing to assume and maintain critical PIT/HIC operations without material disruption
- Demonstrated experience administering federal, State, local, or comparable public funding, including budget management, procurement, compliance, reporting, monitoring, contract management, and audit requirements
- Experience with the Greater Los Angeles Homeless Count, LA CoC HIC/sheltered PIT processes, app-based field enumeration, census-tract deployment, LA County geography, youth homelessness survey methods, HMIS/Clarity-based HIC validation, or similarly large urban CoC counts is preferred but is not required if the Applicant demonstrates comparable experience

7 How to Apply

The application process for this RFQ involves three steps:

- **Mandatory Intent to Apply:** Eligible and interested entities must complete and submit the required Intent to Apply by the applicable deadline identified in the RFQ Timeline. Applicants should use the questions included in the Intent to Apply to self-assess their preliminary eligibility for the role(s) sought.
- **Full Application:** Entities that timely submit a Mandatory Intent to Apply may proceed to the Full Application. The Full Application consists of (1) the Universal Questions for All Applicants and (2) the role-specific questions for each Lead Entity function for which the Applicant is applying.
- **Interviews:** All Applicants that submit a complete Application by the applicable deadline will be invited to participate in an interview with the Evaluation Panel as described below and in accordance with the RFQ Timeline.

Step 1 – Mandatory Intent to Apply Submission Requirements

A complete Step 1 submission must:

- Include a fully completed and signed Mandatory Intent to Apply using the provided template and include it on the Applicant's letterhead;
- Be submitted as a Microsoft Word or Adobe Acrobat PDF attachment;
- Be submitted by email to rfq@losangelescoc.org;
- Use the email subject line: Intent to Apply – FY 2027 Administrative Lead Entity Functions RFQ; and
- Be received by the applicable deadline identified in the RFQ Timeline.

The LA CoC will not provide confirmation of receipt of individual submissions. Applicants should include delivery and read receipts for the submission if desired.

Step 2 – Full Application Submission Requirements

A complete Step 2 submission must:

- Include a completed Universal Questions for All Applicants form;
- Include a completed role-specific Application form for each Lead Entity function for which the Applicant is applying;
- Include a copy of the Applicant's completed and signed Mandatory Intent to Apply;
- Include an IRS Letter, if applicable: a copy of the Applicant's 501(c)(3) determination letter;
- Include the IRS Form 990 and Audit Reports: the most recent IRS Form 990, or comparable return for a for-profit entity, and the most recent completed fiscal-year Single Audit report, if applicable, or the applicable local-government financial-report equivalent (CAFR/ACFR);
- Be submitted as Microsoft Word or Adobe Acrobat PDF attachments;
- Be submitted by email to rfq@losangelescoc.org;
- Identify all roles sought in the subject line of the submission email (e.g., 2027 CoC RFQ – HMIS Lead and PIT Count Administrator Applications); and

- Be received by the applicable deadline identified in the RFQ Timeline.

Applicants applying for multiple roles should submit **one email** containing the Universal Questions, all applicable role-specific Applications, the completed and signed Mandatory Intent to Apply, and all required attachments. Applicants need to complete the Universal Questions only once, regardless of the number of roles sought.

Applicants must complete all questions and tables applicable to each role for which they are applying and adhere to all specified word count limits. Applicants should not submit supporting materials other than those specifically required by this RFQ.

The LA CoC will not provide confirmation of receipt of individual submissions. Applicants should include delivery and read receipts for the submission if desired.

Late or paper submissions will not be considered. Applicants may resubmit Application materials before the submission deadline identified in the RFQ Timeline. If an Applicant submits more than one Full Application for the same role, only the most recent complete submission received by the deadline will be evaluated.

A submitted Application may be withdrawn at any time before the submission deadline identified in the RFQ Timeline through a written request signed by an authorized representative of the Applicant and submitted to rfq@losangelescoc.org.

Step 3 – Interviews

Step 3 is the final step of the application process. It will involve interviews between the Evaluation Panel and Applicants, including proposed subcontractor(s) or formal partner(s), if applicable, to clarify or expand upon responses provided in Step 2 and discuss the Applicant's proposed approach to transition and continuity for the role(s) sought. The Evaluation Panel reserves the right to limit interviews to only those entities that passed the threshold review.

8 Communications and Addenda

Please submit any questions about this RFQ to rfq@losangelescoc.org in advance of the written questions deadline. Answers will be posted on www.losangelescoc.org in accordance with the published written response deadline.

- All materials related to the RFQ, including any templates and addenda, will be posted to the public website www.losangelescoc.org.
- For any questions related to this RFQ, please email rfq@losangelescoc.org with the subject line: "Questions: FY 2027 Administrative Lead Entity Functions RFQ" in advance of the written questions deadline.
- Written responses to questions will only be posted on www.losangelescoc.org
- No responses will be provided directly via email. Further, no responses will be provided to questions received after the deadline for submission of questions.

- The only exception is for Applicant-specific technical issues that are not relevant for all Applicants, such as problems accessing files or submitting an Application. Such inquiries may be responded to directly. The inquiries may also be posted to the public website if the LA CoC determines they may help other Applicants avoid technical issues and facilitate timely submissions.
- Applicants are responsible for checking the website to obtain all information and updates after release of the RFQ.

9 Evaluation and Selection Process

9.1 Intent to Apply Review

The Intent to Apply serves as a tool for Applicants' self-assessment for potential eligibility, identifying potential conflicts of interest, financial interests, litigation, audit or monitoring findings, investigations, contract terminations, and other disclosed matters. While not scored, information provided by Applicants via the Intent to Apply will be considered along with information in the Full Application to determine the eligibility of each Applicant.

9.2 Universal and Role-Specific Questions Application Quality Review

All Universal and Role Specific Application submissions, regardless of desired role(s), will be scored using the same standardized criteria as outlined in the table below based upon the commonality of questions and assessed qualifications across roles. A panel of objective reviewers will assess each Application based on the listed criteria.

	Criteria	Points
UQ	Universal Questions	15
Q1	Relevant and Comparable Experience	10
Q2	Technical and Compliance Capability	10
Q3	Comparable Scale and Complexity	10
Q4	Proposed Staffing and Organizational Structure	15
Q5	Governance and Multi-Jurisdictional Coordination Experience	10
Q6	Financial, Contractual, and Administrative Capacity	10
Int	Interviews	20
	TOTAL	100

9.3 Interviews

The quality review process will involve interviews of all Applicants, except as noted above, the Evaluation Panel reserves the right to limit interviews to only those entities that passed the threshold review. The purpose of the interviews will be to seek greater understanding of select responses provided and to inquire about an Applicant's envisioned transition and continuity plan for the proposed role(s). The Applicant and

any proposed subcontractor(s) or formal partner(s) must participate in the interview. Interviewees will not be asked to prepare a formal presentation or provide visuals or any additional material for consideration. Each interview will last no more than one hour and be conducted via virtual meeting. The 20 interview points will assess demonstrated capacity and readiness, clarity of responses, ability to collaborate, plans to address identified risks or gaps, and strength of transition and continuity plan. Interviewees will be provided with logistical instructions at least 48 hours prior to the scheduled interview. As such, all Applicants are asked to be prepared for a potential interview on the dates listed in the RFQ Timeline.

9.4 Identification of Recommended Candidates

The evaluation team will prepare documented recommendations of candidates for review and consideration by the appropriate LA CoC governing body. According to the LA CoC Governance Charter, the Board retains final approval authority for the HMIS Lead candidate. The Charter provides that the Board will assess the candidates for Collaborative Applicant, CES Management Entity, and PIT Count Administrator and propose candidates to the CoC General Membership; the General Membership will designate these roles. The application and selection process is being undertaken pursuant to a federal court order, which requires the assessments and candidates be provided to HUD and the District Court overseeing the litigation. The Court may require additional steps in the selection process. The LA CoC may identify different entities for each role and may condition its recommendation of candidates on successful negotiation of a formal agreement or MOU, conflict-management plan, transition plan and associated timeline(s), budget, or other requirements.

10 General Terms and Reservations

This section sets forth the general terms, conditions, and reservations governing this RFQ and the LA CoC's administration of the solicitation process. The LA CoC reserves the rights described below in order to maintain a fair and transparent process, respond to changes in applicable law, HUD's statutory oversight, court orders, funding conditions, or procurement requirements, and protect the integrity of the evaluation and designation process. Submission of an Application constitutes acknowledgment of these terms and does not create any right or entitlement to designation, funding, or contract award.

- This RFQ does not obligate the LA CoC to make a designation for a specific role, award a contract, execute a grant agreement, or provide funding to any Applicant
- This RFQ itself does not guarantee a funding award. Funding available to support each designated role will depend on applicable federal, State, local, and other funding sources and subsequent agreements
- The LA CoC may cancel, amend, suspend, or reissue the RFQ or take any other action as it deems necessary, including to comply with applicable law, HUD direction, court orders, funding conditions, or procurement requirements
- If HUD releases a revised FY 2026 CoC Program Notice of Funding Opportunity (NOFO) prior to the current RFQ deadline, the LA CoC reserves the right to pause the RFQ process in order to respond to the NOFO
- All costs of preparing an Application are the Applicant's responsibility
- Applicants may revise and resubmit their Applications before the RFQ deadline

- Applications may be withdrawn at any time before the Application submission deadline identified in the RFQ Timeline by written request of an authorized signatory on the Applicant's organization letterhead. Such requests must be submitted to rfq@losangelescoc.org.
- The LA CoC may require selected entities to execute MOUs with the LA CoC containing formal scopes of work, transition plan agreements, data-use agreements, confidentiality agreements, business associate agreements, cybersecurity terms, records-retention provisions, and/or audit clauses
- The LA CoC may require the selected entity or entities to participate in a structured overlap period with the incumbent administrator(s)
- Applicants must immediately disclose any change in eligibility, exclusion status, litigation, financial condition, conflict, key staff, or other material fact occurring during the evaluation process as well as during upcoming court proceedings
- The LA CoC may preserve and disclose procurement records as required by law, court order, public-records requirements, and LA CoC transparency obligations
- All Application materials submitted will be treated as public information, subject to review and inspection in accordance with the California Public Records Act and other applicable laws to the extent required by law
- All Applications submitted will become the property of the LA CoC