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UNITED STATES DISTRICT COURT

CENTRAL DISTRICT OF CALIFORNIA, WESTERN DIVISION

LOS ANGELES HOMELESS SERVICES AUTHORITY, a joint powers authority,
Plaintiff,
and

LOS ANGELES CONTINUUM OF CARE,
Plaintiff-Intervenor,
v.

DONALD J. TRUMP, in his official capacity as President of the United States of America, *et al.*,
Defendants.

CASE NO: 2:26-cv-07056-DOC-AJR

Hon. David O. Carter

PLAINTIFF-INTERVENORS' STATUS REPORT RE: COMPLIANCE WITH THE COURT'S PRELIMINARY INJUNCTION [DKT. 63]

Date: October 27, 2026
Time: 9:00 a.m.
Courtroom: 1

PLAINTIFF-INTERVENORS' STATUS REPORT

In advance of the October 27, 2026 status conference, Plaintiff-Intervenor Los Angeles Continuum of Care ("LA CoC") respectfully submits this supplemental status report as required by the Court's August 13, 2026 Order Granting Preliminary Injunction (Dkt. 63).

Among other provisions, the Court's Preliminary Injunction ordered LA CoC to:

1) give notice forthwith that it is accepting applications for Collaborative Applicant, HMIS lead, CES Coordinator, and PIT Count Administrator for the Fiscal Year 2027 CoC nationwide grant competition; and
2) within 60 days of the Order, by October 13, 2026, file a written report with the Court summarizing its evaluations of all entities that have applied to be the Collaborative Applicant, HMIS lead, CES Coordinator, and PIT Count Administrator for the FY 2027 CoC nationwide grant competition.

On September 28, 2026, LA CoC filed a status report with the Court, providing an overview of the steps taken to accept applications for each of the four roles and the process by which the LA CoC Board would assess those applications. *See* Dkt. 98, Plaintiff-Intervenors' Status Report re: Compliance with the Court's Preliminary Injunction.

Since then, LA CoC has been working diligently to complete the RFQ process and the selection of new entities to fulfill the four administrative roles identified in the Preliminary Injunction by this Court's August 13, 2026 deadline. As outlined in detail below, LA CoC Board completed the assessment process for each of the roles on October 13, 2026,. LA CoC now files the required written report regarding the assessment of each of the applicants for each four delegated CoC roles and the result of those assessments.

I. Brief Overview of RFQ Process

This Court's preliminary injunction required the LA CoC to accept applications to fill the designated CoC roles of Collaborative Applicant for FY 2027; HMIS Lead; CES Lead; and PIT Count Administrator. In order to conduct a fair and impartial application process for the four delegated CoC roles, the LA CoC opted to release an open Request for Qualifications ("RFQ") to the community. The goal of the RFQ process was to create an objective mechanism for soliciting and assessing applications as required by this Court's preliminary injunction.

As outlined in the September 28, 2026 status report, LA CoC obtained philanthropic support to hire a consulting team to conduct the RFQ process. *See* Dkt. 98. The consulting team drafted the RFQ following best practices for procurement and consistent with other CoCs' procurement processes that had been previously approved by HUD. The consultants aligned the draft of the RFQ with RFQs and RFPs from CoCs across the country, as well as LA CoC and federal governance requirements.

The team developed a detailed scope of work for each role based on federal requirements and the current LA CoC Charter. The written application and interview questions were tied specifically to the detailed scope of work elements for each role. The team collected input from non-conflicted subject matter experts and a non-conflicted workgroup of the LA CoC Board. The team also drafted and provided clear and transparent directions to potential applicants on how to apply and when. The RFQ was reviewed and approved by the full LA CoC Board on September 11, 2026 and released to the public the same day.

The approved RFQ consists of a mandatory intent to apply form and a universal full application for all four roles, along with individual questions related to the specific roles. The universal application included questions about conflicts of interest, experience managing significant leadership transitions, and examples of partnering with people with lived experience of homelessness and housing instability. For each

individual role, the questions covered the applicant's relevant and comparable experience; technical and compliance capability; experience operating at the required level of scale and complexity; proposed staffing and organizational structure; examples of governance and multi-jurisdictional coordination; and financial, contractual, and administrative capacity. A true and correct copy of the RFQ is attached as Exhibit A. A true and correct copy of the RFQ Application questions is attached as Exhibit B.

The entire RFQ process was designed to be completed with all approvals in place within the 60-day timeline set by this Court. Table 1 sets out the RFQ Application and selection timeline.

Table 1. RFQ TIMELINE

EVENT	DATE
RFQ Review and Approval by LA CoC Board	Friday, September 11, 2026
RFQ Release	Friday, September 11, 2026
Mandatory Intent to Apply Submission Deadline (*via email*)	Tuesday, September 15, 2026, 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 (*via email*)	Friday, September 25, 2026, 2:00 p.m.
Interviews	Friday, October 2, 2026
HMIS Committee	Tuesday, October 6, 2026, 10:00 a.m.
Special LA CoC Board meeting	Tuesday, October 6, 2026, 1:00 p.m.

Special LA CoC General Membership meeting	Friday, October 9, 2026 (postponed) Tuesday, October 13, 2026
Submission of written report to the Court	Tuesday, October 13, 2026

As a first step in the process, the RFQ required entities to submit a Mandatory Intent to Apply, due September 15, 2026 at 5:00 pm. Failure to submit a compliant Mandatory Intent to Apply resulted in disqualification from the process. Because the RFQ process proceeded on an accelerated timeline, the purpose of the Mandatory Intent to Apply was to identify the number of interested potential applicants with enough time to identify sufficient independent Quality Reviewers.

Following the Mandatory Intent to Apply, interested applicants were required to submit the full RFQ Application by September 25, 2026 at 2:00 pm. Failure to submit the full RFQ Application by the deadline resulted in disqualification from the process. The results of the RFQ process are described in the sections below, and the Qualitative Review memorandum summarizing the results is attached as Exhibit C.

II. Qualitative Scoring Process and Interviews

Consistent with best practices, the RFQ Applications were scored completely independently by outside reviewers with significant expertise in the federal CoC program and its components, including HMIS and CES. A different team then reviewed the RFQ Applications and conducted interviews of the applicants. The interview team provided a separate interview score. The written and interview scores were combined and a total score was calculated.

As outlined below, the consulting team oversaw the RFQ scoring process, but the independent Quality Reviewers were responsible for the actual scoring of the applications. During the scoring process, only the consulting team and reviewers reviewed the applications, and neither discussed the applicants nor reviews with the

LA CoC. This walling off was designed to ensure the fidelity and integrity of the RFQ process.

a. Solicitation, screening, and selection of quality reviewers

Consistent with best practices, the consulting team solicited volunteer Quality Reviewers from across the country. They identified more than 70 potential reviewers with subject-matter expertise with the components of the federal CoC program, including HMIS, CES, consolidated applications, grant management, and point-in-time counts, and asked those for whom current contact information was available about their willingness to review the RFQs, subject to conflict-of-interest screening.

Each potential Quality Reviewer was required to go through a robust multi-step conflicts check. Before receiving any application materials, potential Quality Reviewers were required to sign a confidentiality commitment, complete conflict-of-interest disclosures, and obtain clearance. The consulting team developed detailed conflict-of-interest guidance to help potential reviewers assess their conflicts. The consultants evaluated both self-identified potential material conflicts and any potential conflicts (or appearances of conflicts) that were evident based on each potential Quality Reviewer's disclosures. Each Quality Reviewer's eligibility and lack of conflicts was documented; only once clearance was given were applications and scoring assignments distributed.

Once cleared, the non-conflicted Quality Reviewers received uniform training to ensure that each applicant was being scored consistently, based on well-defined standards. A robust Reviewer Training Guide was distributed to each Quality Reviewer which included a detailed explanation of the scoring rubric for the universal application and each Lead Entity role and clear guidance on how to assign appropriate points for each relevant factor in the rubric. Quality Reviewers were required to certify that they completed the training.

b. RFQ Scoring Process

Each reviewer was assigned to evaluate applications for specific Lead Entity roles. A panel of ten non-conflicted reviewers independently scored the written applications using the standardized criteria in RFQ Section 9.2. *See* Exh. A. Clear and appropriate firewalls and safeguards in accordance with procurement best practices were incorporated to ensure the independence and integrity of the review process. The reviewers were prohibited from engaging in outside research or direct contact with Applicants. Consultants were available only to answer technical questions and gave no substantive feedback on the contents of any application. For each role, the same group of reviewers evaluated all applications, with multiple reviewers independently scoring each. This ensured reviewers' consistent application of the scoring criteria. No reviewers were permitted to discuss their scores and assessments among each other, and reviewers were prohibited from applicant contact outside the process.

Table 2. Scoring Framework for Written Applications

Scoring Area	Points
Universal Questions	15
Relevant and Comparable Experience	10
Technical and Compliance Capability	10
Comparable Scale and Complexity	10
Proposed Staffing and Organizational Structure	15
Governance and Multi-Jurisdictional Coordination Experience	10
Financial, Contractual, and Administrative Capacity	10
Total	**80**

c. Interviews

Lead Applicants, along with any material partners identified in their Full Applications, were also required to participate in interviews. A panel of six non-conflicted Quality Reviewers conducted and independently scored the role-based interviews assigned to them using a standardized Interview Scoring Tool provided by the consulting team. Each interview was timed and consisted of two questions that were common to all roles, addressing transition planning and governance, and one role-specific question. All Applicants interviewing for the same role had the same time limit for each question. Where time allowed, additional follow-up questions were posed to clarify or expand on interviewee responses. Interviewers also assessed Applicants' overall interview performance. Interview scores were based only on the interview responses and remained separate from the written application score. A total of twenty points were available for the interview.

Table 3. Scoring Framework for Interviews

Scoring Area	Points
Staffing and Transition	6
Role-Specific Question	5
Coordination and Governance	5
Overall Performance	4
Total	**20**

d. Scoring Calculation

Each Quality Reviewer independently tracked their scores and applied the scoring framework using a standardized scoring spreadsheet. The consulting team reviewed the submitted spreadsheets to confirm that all required fields were completed and that the scores were entered and calculated correctly. This review was limited to technical completeness and calculation accuracy; consultants did not

reopen, reconcile, normalize, or substantively adjust reviewer judgments. Once verified, the submitted scores were treated as final.

For written applications, the reviewers' scores in each assessed area were averaged to produce the Applicant's score in each assessed area. These averages were then summed to calculate each Applicant's total written application score, up to 80 points. For the interviews, the reviewers' scores were averaged for each of the four assessed areas, then summed to calculate each Applicant's overall interview score, up to 20 points. Calculations for both the written and interview scores used the full precision of the underlying averages and were rounded to two decimal places only for reporting purposes. Each Applicant's final score for a specific role was calculated by adding the written application and interview scores, for a maximum of 100 points.

III. Results of the RFQ Qualitative Review

As outlined in the September 28 status report, Dkt. 98, the RFQ process required interested entities to submit a Mandatory Intent to Apply to allow the reviewing team to determine resource needs for the RFQ review and to assess threshold eligibility. Twelve entities submitted a Mandatory Intent to Apply for one or more roles by the deadline. Two other entities indicated an interest in applying but failed to submit the Mandatory Intent to Apply and were thus disqualified under Section 5.3 of the RFQ. *See* Exh, A, RFQ, Section 5.3. Other than those disqualifications, responses to the threshold review questions were not used to exclude any applicants from moving forward with the process.

Following the Mandatory Intent to Apply, applicants were required to submit a full RFQ Application by September 25, 2026 at 2:00 pm. As specified in Section 7 of the RFQ, and consistent with best practices, LA CoC did not provide individualized confirmation of submissions. Instead, the RFQ instructed applicants who had timely submitted a Mandatory Intent to Apply to proceed with submitting their full RFQ Applications. Failure to submit a full RFQ Application by the deadline resulted in disqualification. *See* Exh, A, RFQ, Section 5.3.

One entity formally withdrew its Intent to Apply before the full RFQ Application deadline. Six other entities that had timely submitted the Mandatory Intent to Apply did not submit a full RFQ Application by the deadline. One entity, which had already been disqualified for failure to submit a Mandatory Intent to Apply, nevertheless submitted materials for the Collaborative Applicant role; however, this submission did not satisfy the RFQ requirements and would have resulted in disqualification. *See* Exh. C.

Three entities submitted full RFQ Applications for specific roles:

- City of Los Angeles
  - Coordinated Entry System (CES) Management Entity
  - Homeless Management Information System (HMIS) Lead
- County of Los Angeles Department of Homeless Services and Housing (HSH)
  - Collaborative Applicant (CA)
  - Coordinated Entry System (CES) Management Entity
  - Homeless Management Information System (HMIS) Lead
  - Point-in-Time (PIT) Count Administrator
- United American Indian Involvement
  - Coordinated Entry System (CES) Management Entity

Collectively, these entities submitted seven role-specific applications and were interviewed separately for each qualifying role per RFQ Sections 7 and 9.3. Among the seven complete proposals, combined scores ranged from 34.50 to 90.67.

a. Collaborative Applicant

Only one entity, the County of Los Angeles, submitted a complete RFQ Application for the role of Collaborative Applicant. The written application was scored on each established criterion, and the County received a total score of 69 out of 80 points.

Table 4. Written Application Scoring – Collaborative Applicant

Assessed area	Total Points	County of Los Angeles/HSH
TOTAL SCORE	**80**	**69.00**
Conflicts and mitigation strategies	3 points	1.00
Experience with role transitions	5 Points	5.00
Lived experience engagement	7 Points	6.00
Relevant & comparable experience	10 Points	9.00
Technical & compliance capability	10 Points	8.00
Scale & complexity experience	5 Points	4.00
Capacity gap	5 Points	5.00
Proposed staffing	6 Points	6.00
Staffing sufficiency	9 Points	8.00
Governance experience	10 Points	8.00
Administrative & financial capacity	4 Points	4.00
Contract & grant administration experience	6 Points	5.00

The interview score was based on the three scored interview questions as well as the overall interview assessment, and the County received a total score of 20 out of 20 points.

Table 5. Interview Scoring – Collaborative Applicant

Assessed area	Total Points	County of Los Angeles/HSH

TOTAL SCORE	20	20.00
Staffing & transition	6 Points	6.00
Role-specific question	5 Points	5.00
Coordination & governance	5 Points	5.00
Overall performance	4 Points	4.00

In total, the County's application for the role of Collaborative Applicant scored 89 out of 100 points.

Table 6. Total Scoring – Collaborative Applicant

Assessed area	Total Points	County of Los Angeles/HSH
TOTAL SCORE	**100**	**89.00**
Written Application	80 Points	69.00
Interview	20 Points	20.00

b. PIT Count Administrator

Only one entity, the County of Los Angeles, submitted a complete RFQ Application for the role of PIT Count Administrator. The application was scored by the reviewers, and they conducted an interview with County. The written application received 68 out of 80 points.

Table 7. Written Application Scoring – PIT Administrator

Assessed area	Total Points	County of Los Angeles/HSH
TOTAL SCORE	**80**	**68.00**
Conflicts and mitigation strategies	3 Points	0.00
Experience with role transitions	5 Points	4.00
Lived experience engagement	7 Points	6.50
Relevant & comparable experience	10 Points	9.00
Technical & compliance capability	10 Points	8.50
Scale & complexity experience	5 Points	5.00
Capacity gap	5 Points	5.00
Proposed staffing	6 Points	4.00
Staffing sufficiency	9 Points	8.00
Governance experience	5 Points	4.00
Cross-CoC coordination	5 Points	4.50
Administrative & financial capacity	4 Points	4.00
Contract & grant administration experience	6 Points	5.50

The interview assessment received 19 out of 20 points.

Table 8. Interview Scoring – PIT Count Administrator

Assessed area	Total Points	County of Los Angeles/HSH
TOTAL SCORE	**20**	**19.00**

Staffing & transition	6 Points	6.00
Role-specific question	5 Points	4.00
Coordination & governance	5 Points	5.00
Overall performance	4 Points	4.00

In total, the County's application for the role of PIT Count Administrator scored 87 out of 100 points.

Table 9. Total Scoring – PIT Count Administrator

Assessed area	**Total Points**	**County of Los Angeles/HSH**
TOTAL SCORE	**100**	**87.00**
Written Application	80 Points	68.00
Interview	20 Points	19.00

c. HMIS Lead

Two entities, the County of Los Angeles and the City of Los Angeles, submitted complete RFQ Applications for the role of HMIS Lead. The applications were both scored by the HMIS Leads reviewing team, followed by an interview by the interviewing team on October 2, 2026.

The County of Los Angeles scored highest in both the RFQ Qualitative Review and the Interview process. On the written application, the County of Los Angeles received 69.67 points, and the City of Los Angeles received 67.33 points.

Table 10. Written Application Scoring – HMIS Lead

Assessed area	Total Points	County of Los Angeles/HSH	City of Los Angeles
TOTAL SCORE	**80**	**69.67**	**67.33**
Conflicts and mitigation strategies	3 Points	0.33	0.67
Experience with role transitions	5 Points	5.00	4.00
Lived experience engagement	7 Points	6.67	5.67
Relevant & comparable experience	10 Points	8.33	8.67
Technical & compliance capability	10 Points	8.00	8.33
Scale & complexity experience	5 Points	4.33	4.33
Capacity gap	5 Points	5.00	4.33
Proposed staffing	6 Points	5.00	6.00
Staffing sufficiency	9 Points	8.00	7.33
Governance experience	10 Points	9.33	8.67
Administrative & financial capacity	4 Points	4.00	4.00
Contract & grant administration experience	6 Points	5.67	5.33

For the interview, the County of Los Angeles scored 17.5 points and the City of Los Angeles scored 15 points.

Table 11. Interview Scoring – HMIS Lead

Assessed area	Total Points	County of Los Angeles/HSH	City of Los Angeles
TOTAL SCORE	**20**	**17.50**	**15.00**

Staffing & transition	6 Points	5.50	4.00
Role-specific question	5 Points	4.00	3.50
Coordination & governance	5 Points	4.50	4.50
Overall performance	4 Points	3.50	3.00

The total final score for the County of Los Angeles was 87.17, and the total final score for the City of Los Angeles was 82.33.

Table 12. Total Scoring – HMIS Lead

Assessed area	**Total Points**	**County of Los Angeles/HSH**	**City of Los Angeles**
TOTAL SCORE	**100**	**87.17**	**82.33**
Written Application	80 Points	69.67	67.33
Interview	20 Points	17.50	15.00

d. CES Management Entity

Three entities, the County of Los Angeles, the City of Los Angeles, and United American Indian Involvement, submitted complete RFQ Applications for the role of CES Management Entity. The applications were scored by the CES Leads reviewing team, followed by an interview by the interviewing team on October 2, 2026. The County of Los Angeles scored highest in both the RFQ Qualitative Review and the Interview process.

On the written application, the County of Los Angeles received 71.67 points, the City of Los Angeles received 59.33 points, and United American Indian Involvement received 28 points.

Table 13. Written Application Scoring – CES Management Entity

Assessed area	Total Points	County of Los Angeles/HSH	City of Los Angeles	United American Indian Involvement
TOTAL SCORE	**80**	**71.67**	**59.33**	**28.00**
Conflicts and mitigation strategies	3 Points	0.33	0.67	0.33
Experience with role transitions	5 Points	4.67	4.00	2.00
Lived experience engagement	7 Points	6.33	5.00	1.33
Relevant & comparable experience	10 Points	10.00	8.33	4.33
Technical & compliance capability	10 Points	9.33	7.67	2.67
Scale & complexity experience	5 Points	5.00	4.00	1.67
Capacity gap	5 Points	4.67	3.00	3.00
Proposed staffing	6 Points	5.00	3.67	2.00
Staffing sufficiency	9 Points	7.67	6.33	2.00
Governance experience	10 Points	8.67	7.33	3.67
Administrative & financial capacity	4 Points	4.00	4.00	3.33
Contract & grant administration experience	6 Points	6.00	5.33	1.67

For the interview, the County of Los Angeles scored 19 points, the City of Los Angeles scored 13.5 points, and United American Indian Involvement scored 6.5 points.

Table 14. Interview Scoring – CES Management Entity

Assessed area	Total Points	County of Los Angeles/HSH	City of Los Angeles	United American Indian Involvement
TOTAL SCORE	**20**	**19.00**	**13.50**	**6.50**
Staffing & transition	6 Points	5.50	4.00	1.00
Role-specific question	5 Points	5.00	3.50	2.50
Coordination & governance	5 Points	4.50	3.00	1.50
Overall performance	4 Points	4.00	3.00	1.50

The total final score for the County of Los Angeles was 90.67, the total final score for the City of Los Angeles was 72.83, and the total final score for United American Indian Involvement was 34.50.

Table 15. Total Scoring – CES Management Entity

Assessed area	Total Points	County of Los Angeles/HSH	City of Los Angeles	United American Indian Involvement
TOTAL SCORE	**100**	**90.67**	**72.83**	**34.50**
Written Application	80 Points	71.67	59.33	28.00

Interview	20 Points	19.00	13.50	6.50

IV. Assessment by the CoC Board

Pursuant to the CoC Charter, the CoC Board is responsible for assessing and either proposing to the CoC membership which entity perform a designated role (i.e., Collaborative Applicant) or selecting the entity to perform that role (i.e., HMIS Lead). *See* Exh. D. Thus, following the completion of the RFQ process, the results were presented to the relevant CoC Board committee and the full CoC Board. Following more than six hours of public comment, debate, and discussion, on October 6, the CoC Board voted to select or propose the County of Los Angeles, led by the Department of Homeless Services and Housing (HSH) perform each of the four administrative roles delegated by the CoC.

a. Collaborative Applicant and PIT Count Administrator

Pursuant to the CoC Charter, the CoC Board assesses and proposes an applicant for Collaborative Applicant to the CoC membership. *See* Exh. D, Article 4, § 2(B)(6), Appendix A(26). The CoC membership then designates the Collaborative Applicant. *Id*. The Charter does not establish a separate process for identifying an entity to conduct the Point-in-Time count; instead, responsibility for that function is assigned to the Collaborative Applicant. *See* Exh. D, Appendix A(20). Because the Court ordered the LA CoC to accept applications for the PIT Count Administrator role separately, the CoC accepted applications for that role and conducted a separate RFQ review.

As detailed above, the County of Los Angeles was the only entity to submit an application for either role. The roles were assessed separately, but because the Charter combines the roles and each role was uncontested in the RFQ scoring, the CoC Board reviewed the assessments of the PIT Count Administrator separately but did not vote separately on the PIT Count administrator; instead, the motion to propose

the County as the collaborative applicant included a confirmation that the County would also perform the role of PIT count administrator, consistent with the CoC Charter.

On October 6, 2026, the LA CoC Board reviewed the results of the RFQ process for both the Collaborative Applicant and PIT Count Administrator. The CoC Board voted unanimously to 1) propose Los Angeles County as the LA CoC's Collaborative Applicant to the LA CoC General Membership, and 2) designate the County to conduct the Point-in-Time count, pursuant to the LA CoC Charter.

b. HMIS Lead

The LA CoC Charter spells out a process for the selection of the HMIS Lead every five years. The CoC has a standing HMIS Committee, which is made up of the LA CoC board and representatives of the three other CoCs in the Los Angeles region (Glendale, Long Beach, and Pasadena). *See* Exh. D, Article 4, § 2(B)(7)(b). Pursuant to the Charter, the HMIS Committee provides support and recommendations to the LA CoC Board regarding the selection of the HMIS Lead. With the support and recommendation of the HMIS Committee, the CoC Board then selects the HMIS Lead. The Charter also provides that the CoC designates the HMIS Lead. *See* Exh. D, Article 4, § 1(B)(12).

Consistent with this process, the consulting team presented the results of the RFQ process, for which the County of Los Angeles received the highest score, to the HMIS Committee during a special HMIS committee meeting on October 6, 2026. Following the presentation, there was public comment and robust discussion, followed by a motion to recommend to the Board that it select the County of Los Angeles as HMIS Lead. The HMIS Committee voted 8 to 0 with 1 abstention in support of the motion.

In the afternoon of October 6, the CoC Board reviewed the results of the RFQ process and the recommendation of the HMIS Committee. The full LA CoC Board, excepting recused members of the Board, provided its own independent review of the RFQ process and then voted 10 to 4 in favor of selecting the County of Los Angeles as the new HMIS Lead.

c. CES Lead

The LA CoC Charter does not spell out a specific process for proposing or selecting the CES Management Entity; as such, the CoC Board assessed the CES applications consistent with the process for assessing the HMIS Lead and Collaborative Applicant. As with the other roles, the consultants presented the results of the CES RFQ process, for which the County of Los Angeles received the highest score. After a robust public comment session and discussion by the board, a member of the CoC Board moved to propose to the CoC that it designate the City of Los Angeles as the CES management entity. That motion failed (3 ayes, 10 noes).

A second motion was made by the LA CoC Board to propose the County of Los Angeles County as the CES management entity, and this motion passed. The LA CoC Board voted 12 to 1 with 1 abstention, to select the County as the CES management entity.

V. Designation by LA CoC General Membership

a. October 9, 2026 Meeting

Consistent with the RFQ timeline outlined above, the LA CoC convened a special meeting of the General Membership of the LA CoC on October 9, 2026 to vote on the CoC Board's proposal of the County as the collaborative applicant. They also agendized votes to ratify the CoC Board's selection of the County as the HMIS Lead and CES Management Entity and officially designate the County of Los Angeles as HMIS Lead and CES Management Entity.

Consistent with LA CoC's common practice for general membership meetings, members and the general public were able to attend this meeting either in person or

online. Membership in the LA CoC is broadly defined as "persons and entities interested in collaborative, solution-oriented planning to address homelessness in LA County (with the exception of Glendale, Long Beach, and Pasadena)." LA CoC Charter, Art. 4, § 1(A). Moreover, CoC general membership meetings are public meetings that can be attended by any members of the public. Although the attendance of the CoC general meetings has only once exceeded 100, the online capacity for this meeting was set at 1,000, the largest attendance available on LAHSA's online platform.[1]

After the agenda of the meeting was released on October 8, LA CoC learned that there was significant and unprecedented outreach to increase public turnout at the meeting.2 At this point, the Zoom link had already been posted with 24 hours' notice and LAHSA's zoom subscription did not allow a capacity greater than 1,000; therefore, there was no way to increase capacity before the meeting to accommodate greater turnout as a result of the unexpected outreach.

At the designated meeting time on October 9, there was sufficient capacity to convene the meeting; however, within ten minutes, the number of attendees exceeded the capacity of the online meeting. Because there was no way to increase the capacity at the meeting, and with capacity reached, there was no way to ensure that all CoC

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[1] LAHSA, as the Collaborative Applicant, provides technical support to LA CoC and the CoC Board for its meetings.

[2] *See* LA Times, "Bass-led turnout surge crashes meeting to replace L.A. homeless outreach agency," available at https://www.latimes.com/california/story/2026-10-10/la-homeless-agency-meeting-canceled-after-voter-turnout-surge. Following the decision to adjourn the meeting, Los Angeles City Council President Harris-Dawson announced at the Los Angeles City Council meeting that "folks should know the City showed up in force, both in person and online…the meeting got shut down by the Board because there were 1500 people trying to log in online…I just want folks to know, our chairwoman, the Mayor, and this council, many offices did mobilization to the meeting, we were able to show up in force and cause them to at least figure out when they are going to have to meet again to decide this." Los Angeles City Council meeting, October 9, 2026, recording available at https://www.youtube.com/watch?v=FSPxkA0oJl0 (beginning at 3:00:01).

members who attended could participate in the meeting and vote. Therefore, the meeting was adjourned.

Following the meeting, LA CoC and LAHSA staff worked through the weekend and on Monday, October 12, 2026—a state and federal holiday—to increase LAHSA's online capacity and address other technical issues related to conducting such a large public meeting and vote. By Monday, October 12 at noon, LAHSA was able to confirm that it could switch its zoom platform to accommodate 10,000 participants. This not only required a significant expense, which LAHSA agreed to pay, it also required LAHSA to switch its online platform to a new version of zoom which had never been tested.

As a result, for a number of reasons, a special meeting of the CoC General Membership was convened to vote to designate *only* the Collaborative Applicant and PIT Count roles. First, given the centrality of the role of the Collaborative Applicant in HUD's decision to take remedial measures against LA CoC, it was imperative to LA CoC to designate the new entity as collaborative applicant without delay. Second, under the Charter, the CoC Board assesses and ***proposes*** a Collaborative Applicant to the General Membership (as opposed to ***selecting*** the HMIS Lead). Therefore, the vote by the General Membership is a necessary step in the assessment process for the Collaborative Applicant, which this Court ordered to be completed by October 13, 2026.

Finally, because there was only one applicant for the role of Collaborative Applicant, it was assumed that there may be less outreach and calls for public participation at the meeting. Although the zoom capacity was increased to 10,000 in advance of the meeting, the smaller meeting would allow LAHSA to test the new technology and additional security features with a smaller number of participants.

b. October 13, 2026 Meeting

The CoC convened a special General Membership meeting on October 13, 2026 at 1:30 pm, the purpose of which was only to designate the County of Los Angeles as

Collaborative Applicant. The consulting team presented the results of the RFQ process. LA CoC's Board Chair, Ben Kay, presented the Board's assessment of the results and its proposal to designate Los Angeles County as the new Collaborative Applicant for LA CoC, contingent on and pursuant to any transition plans of the parties or the Court. Following a motion and second from the floor, 330 non-recused members voted 313-9 (with 12 abstentions) in favor of designating LA County as LA CoC's new Collaborative Applicant.

c. Designation of HMIS Lead and CES Management Entity

LA CoC expects to hold an additional General Membership meeting following this submission of the results of the assessments to HUD to vote on the designation of the County as the HMIS Lead and CES Management Entity.

Dated: October 13, 2026

Respectfully submitted,

LEGAL AID FOUNDATION OF LOS ANGELES

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ATTESTATION

* Pursuant to Local Rule 5-4.3.4(2), the filer attests that all signatories listed, and on whose behalf the filing is submitted, concur in the filing's content and have authorized the filing

Dated: October 13, 2026

Respectfully submitted,

LEGAL AID FOUNDATION OF LOS ANGELES

/s/
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EXHIBIT A

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

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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 (*via email*)	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 (*via email*)	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 approximately22,700 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

EXHIBIT B

Los Angeles Continuum of Care

REQUEST FOR QUALIFICATIONS (RFQ)

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

Application: Universal Application Questions

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

Universal Application Directions

- Applicants must complete and submit all fields included in the Universal Application form to rfq@losangelescoc.org by the deadline posted in the RFQ
- Please note and follow specified word count limits
- Submissions must include the date and an authorized representative's signature
- Microsoft Word or Adobe Acrobat PDF are acceptable file formats
- The LA CoC will not provide separate confirmation or acknowledgment of individual submissions before completion of the quality review process
- Applicants should not submit supporting materials other than those specifically required by this RFQ
- Late submissions will not be considered
- A submitted Application may be withdrawn at any time before the submission deadline through a written request signed by an authorized representative of the Applicant. Withdrawal requests must be submitted to rfq@losangelescoc.org

Universal Application Questions

1. Applicant Information[1]

1A. Applicant Profile

Please complete the table below.

Information Requested	Applicant Response
Legal Name of Applicant	
Department, division, authority, business unit, or another organizational unit applying, if applicable	
Organization type / legal structure	☐ Government/Public Authority ☐ Nonprofit ☐ For-Profit ☐ University / Research Institution ☐ Other (Specify)_____
Legal entity that would enter into the applicable agreement, receive applicable funds, and/or hold the designation, if different from the Applicant identified above	
Authorized representative: name, title, email, and cell phone	
Application contact: name, title, email, and cell phone	
Mailing address	
Website address	

[1] Please note that the "Applicant" is the entity seeking designation as the Lead Entity. Where a public agency, authority, university, or other large organization is applying through a department, division, authority, business unit, or other organizational unit, identify both the Applicant and the organizational unit that would have primary responsibility for the requested role(s), as applicable.

1B. Role(s) Sought

Please complete the table below for each role sought.

Role	Applying?
Collaborative Applicant	☐ Yes ☐ No
HMIS Lead	☐ Yes ☐ No
CES Management Entity	☐ Yes ☐ No
PIT Count Administrator	☐ Yes ☐ No

2. Role-Specific Conflict Disclosure and Mitigation

2A. Does the Applicant have any actual, potential, or perceived organizational conflict of interest that could affect its ability to administer the desired Lead Entity role(s) neutrally on behalf of the LA CoC and participating jurisdictions and organizations?

☐ Yes
☐ No

2B. Conflict and Proposed Mitigation

If the Applicant answered "Yes", describe the conflict and proposed mitigation strategies to prevent or manage the potential conflict. If Applicant is seeking multiple roles, identify any conflict of interest, independence concern, accountability issue, or other material risk created by having the Applicant perform multiple roles. If the Applicant does not believe the role or role combinations create a material risk or independence concern, enter “None Identified” in the response and briefly explain why.

Applicant Response – Maximum 250 Words

Enter response here

3. Experience Managing Significant Leadership Transitions

Provide one example in which the Applicant assumed responsibility for a significant community, system, or organizational leadership function previously performed by another entity, department, or team. Describe the circumstances that led to the transition, the Applicant’s role, the approach used to transfer responsibilities and maintain continuity, key challenges encountered, and lessons learned. Explain how that experience would inform the Applicant’s approach to assuming the proposed LA CoC role(s). If the Applicant does not have comparable organizational experience, it may describe a relevant transition led by proposed key personnel in a prior organization or role. Please note that key personnel refers to Applicant or subcontractor staff who will have primary responsibility for activities under the proposed role(s).

Applicant Response – Maximum 500 Words

Enter response here

4. Lived Experience Partnership and Inclusion

Provide one example from the past five years that demonstrates how the Applicant meaningfully partnered with people with lived experience of homelessness and incorporated their perspectives and expertise into the design, implementation, governance, evaluation, or improvement of a program, system, initiative, or organizational function. If no comparable example exists, state “No Comparable Example.”

In your response, describe:

- The role(s) people with lived experience held and how their perspectives and expertise influenced decisions, policies, implementation, or improvements;
- How the Applicant supported meaningful and sustained participation, including compensation or other supports, where applicable;
- Any opportunities provided for leadership, employment, professional development, or advancement, where applicable;
- How the Applicant identified and addressed barriers to participation and supported accessible and equitable involvement;
- One specific decision, improvement, outcome, or other change that resulted from the involvement of people with lived experience; and
- How this experience would inform the Applicant’s approach to engaging people with lived experience in the LA CoC role(s) sought.

Applicant Response – Maximum 500 Words

Enter response here

5. Applicant References

Provide three external references that can speak to the Applicant’s performance carrying out work relevant to one or more of the roles sought. References may include clients, governmental partners, governing or oversight entities, funders, contracting entities, or other external partners. Public agencies are not required to provide traditional client references but must provide references from outside of their department or agency. Where available, at least one reference should be able to speak to the Applicant’s performance managing a significant public-sector, CoC, or multi-organization function.

	Organization	Contact Name / Title	Relationship to Applicant	Relevant Work / Role(s)	Time Period	Email / Phone (cell preferred)
Reference 1						
Reference 2						
Reference 3						

6. Authorized Certification

By signing below, the authorized representative certifies that the information provided is accurate and complete, the Applicant intends to apply for the role(s) selected above, and the undersigned is authorized to submit this application on the Applicant's behalf.

Authorized Representative Name / Title	*Enter response here*
Signature	*Enter response here*
Date	*Enter response here*

Los Angeles Continuum of Care

REQUEST FOR QUALIFICATIONS (RFQ)

Los Angeles Continuum of Care (CoC) - CA-600

FY 2027 Administrative Lead Entity Functions

Application: Collaborative Applicant

Collaborative Applicant Application Directions

- Applicants seeking designation as the Collaborative Applicant who submitted a Mandatory Intent to Apply must complete Questions 1 through 7 below, in addition to the Universal Questions for All Applicants, and submit all required materials to rfq@losangelescoc.org by the deadline posted in the RFQ. Late submissions will not be considered.
- In addition to question responses, Applicants must submit the following documents as attachments:
    - 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);
- If applying for multiple roles, please submit one email with the completed and signed Mandatory Intent to Apply, all applicable role applications, and supporting documents. Please identify all roles sought in the subject line of the email submission (e.g., 2027 CoC RFQ – Collaborative Applicant and HMIS Lead Applications).
- Microsoft Word or Adobe Acrobat PDF are acceptable file formats for submission.
- For purposes of this section, the "proposed Collaborative Applicant team" includes the Applicant and any proposed subcontractor, consultant, vendor, grant-management or technical assistance partner, or other entity that would perform a material Collaborative Applicant function.
- For questions requesting comparable experience, "comparable" does not mean identical to the current LA CoC role, system, or operating model. Comparability will be assessed based on: (1) type of work, including functions, responsibilities, governance, and complexity; and (2) scale of work, including size, geographic reach, funding or grant portfolio, number of projects, participating agencies or jurisdictions, stakeholder volume, staffing, and other measures relevant to Collaborative Applicant operations. Examples need not match the LA CoC on every dimension but should demonstrate sufficient similarity to show the Applicant's experience and capacity to perform the proposed role. Applicants should identify their closest analogous experience and briefly explain key similarities, differences, and relevance.
- For any question requesting a comparable experience example, if no comparable example exists, state "No Comparable Example" rather than leaving the response blank.
- Please note and adhere to all specified word count limits.
- Applicants should not submit supporting materials other than those specifically required by this RFQ.

Collaborative Applicant Role Questions

Applicants seeking designation as the Collaborative Applicant must complete Questions 1 through 7 below in addition to 1) Mandatory Intent to Apply and 2) the Universal Questions for All Applicants.

Please note that the “proposed Collaborative Applicant team” includes the Applicant and any proposed subcontractor, vendor, or other partner that would perform a material Collaborative Applicant function.

Also note that in questions asking for comparable experience, ‘comparable’ does not mean identical to the current LA CoC role, system, or operating model. Comparability will be assessed based on (1) type of work, including functions, responsibilities, governance, and complexity; and (2) scale of work, including size, geographic reach, volume, participating agencies or jurisdictions, funding, and staffing. Examples need not match the LA CoC on every dimension but should demonstrate sufficient similarity to show the Applicant’s experience and capacity to perform the proposed role. Applicants should identify their closest analogous experience and briefly explain key similarities, differences, and relevance.

For any question requesting a comparable experience example, if no comparable example exists, state “No Comparable Example” rather than leaving the response blank.

1.Relevant Community Planning, Project Management, and Application Experience

1A. Experience Examples

Provide up to three examples from the past five years that best demonstrate the proposed team’s experience performing work comparable to the Collaborative Applicant responsibilities described in this RFQ. Examples may include experience of the Applicant, consultants, subcontractors, or other proposed team members. Identify the entity or team responsible for each example.

Project or Initiative	Entity/Team Performing the Work	Time Period	Purpose and Objectives	Role and Primary Responsibilities
Example 1				
Example 2				
Example 3				

1B. Most Comparable Experience

Identify the example most comparable to the core duties of the Collaborative Applicant, explain why it is comparable, and identify which responsibilities were performed directly by the Applicant versus another proposed team member (consultants included), if applicable.

Applicant Response – Maximum 500 Words

Enter response here

2. Technical and Compliance Capability

Complete the table below to demonstrate the proposed team's technical and operational capabilities. For each capability, identify the entity providing it, years of relevant experience, the most relevant example, and brief evidence of the work performed. If a capability must still be secured, enter "To Be Secured" and address it in Question 4. Where a vendor, subcontractor, or other partner would provide the capability, identify both the delivery entity and the Applicant's role in managing or overseeing that function. Applicants may reference examples identified in Question 1 rather than repeat background information.

Required Capability	Entity Providing Capability	Years of Relevant Experience	Most Relevant Work / Project Example	Evidence of Capability
Federal program regulations – community oversight, monitoring, training and education				
Grant administration and fiscal and performance reporting				
Working with governance bodies and other stakeholders on planning, funding priorities, and project evaluations				
Data analysis, research and technical writing for competitive government grants				
Community education, training, and feedback solicitation on regional needs and funding priorities				
Development of equitable, community-driven performance measures for grantees				
Designing and implementing performance improvement and corrective action measures				
Organizing, facilitating, and staffing workgroups and committees				

Managing a public-facing communications strategy and toolkit				
Conducting systems gaps analysis and producing recommendations based on findings				

3. Comparable Scale and Complexity

Using the most comparable example identified in Question 1, complete the table below to demonstrate the proposed team's experience operating at a scale and level of complexity comparable to the LA CoC Collaborative Applicant role. The measures shown reflect key aspects of the current LA CoC operating environment, including the annual CoC Program competition, grant portfolio, governance structure, and stakeholder engagement requirements. Where a measure is not directly comparable, provide the closest analogous measure and briefly explain the difference.

Measure	**Approximate Current Scale**	**Most Comparable Project(s) or Initiative(s)**
Management of a grants portfolio	~140 grants in the CoC and 14 Direct Recipients, requiring performance evaluations and performance improvement processes	
Preparing a large competitive federal application	$220 million in renewal projects, upwards of $20-$25M in new projects, and competitive CoC application including highly technical narratives and dozens of pages of attachments	
Meaningful engagement (outreach, education, training, solicitation of feedback) of people with lived experience	Outreach to and engagement of LEAB, HYFLA and similar lived experience bodies to inform competition planning and decision making	
Managing compressed timelines and simultaneous submissions involving numerous recipients/projects	Once NOFO is released, facilitating rapid planning, priority setting, and decision-making with LA CoC Board; 4–6-week turnaround time for local RFP with up to 60 applicants; providing technical support for renewal applicants involving	

	approximately 145 unique projects; coordinating timelines and work plans for public communications and necessary governance body approvals	
Supporting the execution of an annual work plan for a governance body	21-member Board with monthly meetings and more often during an open NOFO	
Engagement of key stakeholders	Hosting 2-4 community webinars leading up to and during NOFO, soliciting input from public agency partners, and engaging key elected officials and bodies	
Total staff/FTE and material contracted/vendor resources supporting the comparable project(s) or initiative(s)	Current model uses a combination of dedicated staff, leveraged staff, and consultant/contracted support; Applicants should provide the closest analogous staffing and resource level.	

3A. Capacity Gap

Identify the most significant difference between the scale or complexity of the comparable example and the Collaborative Applicant role and explain how the proposed team would address that difference before assuming responsibility.

Applicant Response – Maximum 500 Words

Enter response here

4. Proposed Staffing and Organizational Structure

4A. Proposed Staffing

Complete the staffing matrix below for all positions proposed to support the Collaborative Applicant role, including positions employed by the Applicant and any proposed contractor, subcontractor, or other partner.

For Staffing Status, use the following options: Current Employee, New Hire, Contractor, Subcontractor, or Other.

For Primary Responsibilities, identify the applicable functional area(s) documented in the Collaborative Applicant Qualifications section of the RFQ. If material vendor or contracted support cannot reasonably be expressed as FTE, identify that support and its role in Question 4C.

Position / Title	Employing Entity	Staffing Status	FTE	Primary Responsibilities

4B. Total Proposed FTE

Provide the total proposed FTE in the table below.

Total proposed FTE allocated to the Collaborative Applicant role:	*Enter response here*

4C. Staffing Sufficiency

Explain why the proposed staffing and vendor/contract support structure is sufficient to perform the responsibilities at the scale described in the Collaborative Applicant Qualifications section of the RFQ. Address coverage of the major functional areas, management and oversight capacity, functions that rely on vendors/subcontractors/partners, and any positions or resources that would not be available at the time of assumption of the role.

Applicant Response – Maximum 250 Words

Enter response here

5.Governance, Neutrality, and Multi-Jurisdictional Coordination

5A. Comparable Governance Experience

Provide an example from the past five years in which the Applicant administered a multi-agency or multi-jurisdictional project or initiative subject to an external governing body or shared governance structure.

The example should demonstrate experience operating within delegated authority, distinguishing governing-body decisions from day-to-day operational authority, implementing changes that affect multiple participants, and balancing differing stakeholder interests. If no comparable example exists, state “No Comparable Example.”

Information Requested	Applicant Response
Project / initiative	
Entity with relevant experience	
Period	
Governing or oversight body	
Number and names of participating agencies / jurisdictions	
Applicant/team member role	
Authorities retained by the governing body	
Operational responsibilities performed	
Example of how differing stakeholder interests were managed	
Result / outcome	

6. Financial, Contractual, and Administrative Capacity

6A. Organizational Capacity

Complete the table below for the organizational unit that would house or directly support the Collaborative Applicant function. Public agencies may report at the department, division, authority, or other relevant

organizational level rather than agency-wide where appropriate. If applicable, nonprofit agencies may report in any manner relevant to their particular situation.

Measure	Applicant Response
Organizational unit represented	
Current annual operating budget	$
Largest annual federal or public grant portfolio administered during the past five years	$
Largest comparable contract administered during the past five years	$
Years administering federal grants or comparable public funding	
Subject to annual independent audit and/or Single Audit, as applicable	Yes / No
Material audit, grant, fiscal, or regulatory findings within the past three years	Yes / No
Financial/grant management system(s) used	
Department/entity that would administer Collaborative Applicant grants, contracts, and fiscal responsibilities	

6B. Relevant Grant and Contract Administration Experience

Describe an example from the past five years in which the Applicant or another proposed Collaborative Applicant team member administered a federal or other public grant involving a community planning role comparable in complexity to the Collaborative Applicant function. Identify the funding or contract value, entity with relevant experience, Applicant/team member role, procurement or vendor-oversight responsibilities, fiscal and grant-reporting responsibilities, any material audit or monitoring findings, and the result or outcome.

Applicant Response – Maximum 500 Words

Enter response here

7. Authorized Certification

By signing below, the authorized representative certifies that the information provided is accurate and complete, the Applicant intends to apply for the role(s) selected above, and the undersigned is authorized to submit this application on the Applicant's behalf.

Authorized Representative Name / Title	*Enter response here*
Signature	*Enter response here*
Date	*Enter response here*

Los Angeles Continuum of Care

REQUEST FOR QUALIFICATIONS (RFQ)

Los Angeles Continuum of Care (CoC) - CA-600

FY 2027 Administrative Lead Entity Functions

Application: HMIS Lead

Los Angeles Continuum of Care

HMIS Lead Application Directions

- Applicants seeking designation as the HMIS Lead who submitted a Mandatory Intent to Apply must complete Questions 1 through 7 below, in addition to the Universal Questions for All Applicants, and submit all required materials to rfq@losangelescoc.org by the deadline posted in the RFQ. Late submissions will not be considered.
- In addition to question responses, Applicants must submit the following documents as attachments:
    - 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);
- If applying for multiple roles, please submit one email with the completed and signed Mandatory Intent to Apply, all applicable role applications, and supporting documents. Please identify all roles sought in the subject line of the email submission (e.g., 2027 CoC RFQ – HMIS Lead and PIT Count Administrator Applications).
- Microsoft Word or Adobe Acrobat PDF are acceptable file formats for submission.
- For purposes of this section, the "proposed HMIS Lead team" includes the Applicant and any proposed subcontractor, system administrator, software vendor, consultant, data or technology partner, or other entity that would perform a material HMIS Lead function.
- For questions requesting comparable experience, "comparable" does not mean identical to the current LA CoC role, system, or operating model. Comparability will be assessed based on: (1) type of work, including functions, responsibilities, governance, and complexity; and (2) scale of work, including size, geographic reach, volume, participating agencies or jurisdictions, funding, staffing, and other measures relevant to HMIS operations. Examples need not match the LA CoC on every dimension but should demonstrate sufficient similarity to show the Applicant's experience and capacity to perform the proposed role. Applicants should identify their closest analogous experience and briefly explain key similarities, differences, and relevance.
- For any question requesting a comparable experience example, if no comparable example exists, state "No Comparable Example" rather than leaving the response blank.
- Please note and adhere to all specified word count limits.
- Applicants should not submit supporting materials other than those specifically required by this RFQ.

HMIS Lead Questions

Applicants seeking designation as the HMIS Lead must complete Questions 1 through 7 below in addition to the Universal Questions for All Applicants.

For purposes of this section, the "proposed HMIS Lead team" includes the Applicant and any proposed subcontractor, system administrator, software vendor, consultant, or other partner that would perform a material HMIS Lead function.

Note that in questions asking for comparable experience, 'comparable' does not mean identical to the current LA CoC role, system, or operating model. Comparability will be assessed based on (1) type of work, including functions, responsibilities, governance, and complexity; and (2) scale of work, including size, geographic reach, volume, participating agencies or jurisdictions, funding, and staffing. Examples need not match the LA CoC on every dimension but should demonstrate sufficient similarity to show the Applicant's experience and capacity to perform the proposed role. Applicants should identify their closest analogous experience and briefly explain key similarities, differences, and relevance.

For any question requesting a comparable experience example, if no comparable example exists, state "No Comparable Example" rather than leaving the response blank.

1. Relevant HMIS and Comparable Systems Experience

1A. Experience Examples

Provide up to three examples from the past five years that best demonstrate the proposed team's experience performing work comparable to the HMIS Lead responsibilities described in this RFQ. Examples may include experience of the Applicant, consultants, subcontractors, or other proposed team members. Identify the entity or team responsible for each example.

System / CoC / Client	Entity/Team Performing the Work	Time Period	Platform / System	Role and Primary Responsibilities
Example 1				
Example 2				
Example 3				

1B. Most Comparable Experience

Identify the example most comparable to the core duties of the HMIS Lead, explain why it is comparable, and identify which responsibilities were performed directly by the Applicant versus another proposed team member (consultants included), if applicable.

Applicant Response – Maximum 500 Words

Enter response here

2. Technical and Compliance Capability

Complete the table below to demonstrate the proposed HMIS Lead team's technical and operational capabilities. For each capability, identify the entity providing it, years of relevant experience, the most relevant example, and brief evidence of the work performed. If a capability must still be secured, enter "To Be Secured" and address it in Question 4. Where a vendor, subcontractor, or other partner would provide the capability, identify both the delivery entity and the Applicant's role in managing or overseeing that function. Applicants may reference examples identified in Question 1 rather than repeat background information.

Required Capability	Entity Providing Capability	Years of Relevant Experience	Most Relevant System / Example	Evidence of Capability
Federal, State, and local HMIS reporting				
HMIS system administration, configuration, change management, testing, and quality assurance				
HMIS software and system-administrator vendor management, procurement support, contract oversight, licensing, upgrades, and technical escalation				
End-user support, onboarding, training, and technical assistance				
Systemwide data-quality monitoring, compliance, and corrective action				
Data integration, APIs, reporting databases, data exchanges, and LA-specific system functions				
Privacy, security, incident response, disaster recovery, business continuity, and protection of sensitive client information				
HMIS grant, contract, fiscal, and administrative management				

3. Comparable Scale and Complexity

Using the most comparable example identified in Question 1, complete the table below to demonstrate the proposed team's experience operating at a scale and level of complexity comparable to the HMIS Lead role. The measures shown reflect key aspects of the current operating environment, including the number of participating organizations and users, volume of client records and program activity, user-support demands, and administration of a shared HMIS implementation serving multiple CoCs and jurisdictions. Where a measure is not directly comparable, provide the closest analogous measure and briefly explain the difference.

Measure	Approximate Current LA HMIS Scale	Most Comparable System
Participating organizations	~400	
Active users	~7,770	
Active participant/client records	~175,000	
Annual program enrollments or comparable transactions	~250,000	
Annual user-support requests	~22,700	
CoCs / jurisdictions supported through the shared implementation	4	
Total staff/FTE and material contracted/vendor resources supporting the comparable system	Current model uses dedicated HMIS staff together with software, system-administration, and other contracted/vendor resources; Applicants should provide the closest analogous staffing and resource level.	

3A. Capacity Gap

Identify the most significant difference between the scale or complexity of the comparable system and the LA HMIS and explain how the proposed HMIS Lead team would address that difference before assuming responsibility. Applicants are not required to have previously administered a system identical in size to the LA HMIS.

Applicant Response – Maximum 500 Words

Enter response here

4. Proposed Staffing and Organizational Structure

4A. Proposed Staffing

Complete the staffing matrix below for all positions proposed to support the HMIS Lead role, including positions employed by the Applicant and any proposed contractor, subcontractor, or other partner.

For Staffing Status, use the following options: Current Employee, New Hire, Contractor, Subcontractor, or Other.

For Primary Responsibilities, identify the applicable functional area(s) documented in the HMIS Lead Qualifications section of the RFQ. If material vendor or contracted support cannot reasonably be expressed as FTE, identify that support and its role in Question 4C.

Position / Title	Employing Entity	Staffing Status	FTE	Primary Responsibilities

4B. Total Proposed FTE

Provide the total proposed FTE in the table below.

Total proposed FTE allocated to the HMIS Lead role:	*Enter response here*

4C. Staffing Sufficiency

Explain why the proposed staffing and vendor/contract support structure is sufficient to perform the responsibilities at the scale described in the HMIS Lead Qualifications section of the RFQ. Address coverage of the major functional areas, management and oversight capacity, functions that rely on vendors/subcontractors/partners, and any positions or resources that would not be available at the time of assumption of the role.

Applicant Response – Maximum 250 Words

Enter response here

5. Governance, Neutrality, and Multi-Jurisdictional Management

5A. Comparable Governance Experience

Provide one example from the past five years in which the Applicant administered a multi-agency or multi-jurisdictional data, technology, or service system subject to an external governing body or shared governance structure.

The example may be outside HMIS but should demonstrate experience operating within delegated authority, distinguishing governing-body decisions from day-to-day operational authority, implementing changes that affect multiple participants, and balancing differing stakeholder interests. If no comparable example exists, state “No Comparable Example.”

Information Requested	Applicant Response
System / initiative	
Entity with relevant experience	
Period	
Governing or oversight body	
Number and names of participating agencies / jurisdictions	
Applicant/team member role	
Authorities retained by the governing body	
Operational responsibilities performed	
Example of how differing stakeholder interests were managed	
Result / outcome	

6. Financial, Contractual, and Administrative Capacity

6A. Organizational Capacity

Complete the table below for the organizational unit that would house or directly support the HMIS Lead function. Public agencies may report at the department, division, authority, or other relevant organizational

level rather than agency-wide where appropriate. If applicable, nonprofit agencies may report in any manner relevant to their situation.

Measure	Applicant Response
Organizational unit represented	
Current annual operating budget	$
Largest annual federal or public grant portfolio administered during the past five years	$
Largest comparable contract administered during the past five years	$
Years administering federal grants or comparable public funding	
Subject to annual independent audit and/or Single Audit, as applicable	Yes / No
Material audit, grant, fiscal, or regulatory findings within the past three years	Yes / No
Financial/grant management system(s) used	
Department/entity that would administer HMIS grants, contracts, vendors, and fiscal responsibilities	

6B. Relevant Grant and Contract Administration Experience

Describe an example from the past five years in which the Applicant or another proposed HMIS Lead team member administered a federal or other public grant and/or a technology, data-system, software, or comparable contract similar in complexity to the HMIS Lead function. Identify the funding or contract value, entity with relevant experience, Applicant/team member role, procurement or vendor-oversight responsibilities, fiscal and grant-reporting responsibilities, any material audit or monitoring findings, and the result or outcome.

Applicant Response – Maximum 500 Words

Enter response here

7. Authorized Certification

By signing below, the authorized representative certifies that the information provided is accurate and complete, the Applicant intends to apply for the role(s) selected above, and the undersigned is authorized to submit this application on the Applicant's behalf.

Authorized Representative Name / Title	*Enter response here*
Signature	*Enter response here*
Date	*Enter response here*

Los Angeles Continuum of Care

REQUEST FOR QUALIFICATIONS (RFQ)

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

Application: Coordinated Entry System (CES) Management Entity

Los Angeles Continuum of Care

Coordinated Entry System (CES) Management Entity Application Questions

- Applicants seeking designation as the CES Management Entity who submitted a Mandatory Intent to Apply must complete Questions 1 through 7 below, in addition to the Universal Questions for All Applicants, and submit all required materials to rfq@losangelescoc.org by the deadline posted in the RFQ. Late submissions will not be considered
- In addition to question responses, Applicants must submit the following documents as attachments:
  - 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);
- If applying for multiple roles, please submit one email with the completed and signed Mandatory Intent to Apply, all applicable role applications, and supporting documents. Please identify all roles sought in the subject line of the email submission (e.g., 2027 CoC RFQ – CES Management Entity and PIT Count Administrator Applications).
- Microsoft Word or Adobe Acrobat PDF are acceptable file formats for submission
- For purposes of this section, the "proposed CES Management Entity team" includes the Applicant and any proposed subcontractor, regional or population-specific partner, consultant, data or technology partner, or other entity that would perform a material CES Management Entity function.
- Note that in questions asking for comparable experience, 'comparable' does not mean identical to the current LA CoC role, system, or operating model. Comparability will be assessed based on (1) type of work, including functions, responsibilities, governance, and complexity; and (2) scale of work, including size, geographic reach, volume, participating agencies or jurisdictions, funding, and staffing. Examples need not match the LA CoC on every dimension but should demonstrate sufficient similarity to show the Applicant's experience and capacity to perform the proposed role. Applicants should identify their closest analogous experience and briefly explain key similarities, differences, and relevance.
- For any question requesting a comparable experience example, if no comparable example exists, state "No Comparable Example" rather than leaving the response blank
- Please note and follow specified word count limits
- Applicants should not submit supporting materials other than those specifically required by this RFQ

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Coordinated Entry System (CES) Management Entity Questions

1. Relevant CES and Comparable Systems Experience

1A. Experience Examples

Provide up to three examples from the past five years that best demonstrate the proposed team's experience performing work comparable to the CES Management Entity responsibilities described in this RFQ. Examples may include experience of the Applicant, consultants, subcontractors, or other proposed team members. Identify the entity or team responsible for each example.

System / CoC / Client	Entity/Team Performing the Work	Time Period	Geography / Population(s) / Scale	Role and Primary Responsibilities
Example 1				
Example 2				
Example 3				

1B. Most Comparable Experience

Identify the example most comparable to the core duties of the CES Management Entity, explain why it is comparable, and identify which responsibilities were performed directly by the Applicant versus another proposed team member (consultants included), if applicable.

Applicant Response – Maximum 500 Words

Enter response here

2. Technical and Compliance Capability

Complete the table below to demonstrate the proposed CES Management Entity team's technical and operational capabilities. For each capability, identify the entity providing it, years of relevant experience, the most relevant example, and brief evidence of the work performed. If a capability must still be secured, enter "To Be Secured" and address it in Question 4. Where a vendor, subcontractor, or other partner would provide the capability, identify both the delivery entity and the Applicant's role in managing or overseeing

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that function. Applicants may reference examples identified in Question 1 rather than repeat background information.

Required Capability	Entity Providing Capability	Years of Relevant Experience	Most Relevant System / Example	Evidence of Capability
HUD coordinated entry requirements and operation of Access, Assessment, Prioritization, and Referral/Matching				
CES governance, policy implementation, delegated authority, and regional or cross-CoC coordination				
Access network administration, including access points, outreach-based access, population-specific access, and problem-solving/prevention connections				

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Required Capability	Entity Providing Capability	Years of Relevant Experience	Most Relevant System / Example	Evidence of Capability
Standardized assessment administration, assessor quality assurance, reassessment rules, tool implementation, and change management				
Prioritization, Community Queue/by-name-list administration, active-list management, and escalation of long-waiting or difficult-to-match households				
Housing resource inventory, eligibility, referral, matching, referral disposition, lease-up coordination, and resolution of unsuccessful referrals				

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Required Capability	Entity Providing Capability	Years of Relevant Experience	Most Relevant System / Example	Evidence of Capability
Case conferencing, care coordination, Adult, Family, Youth, Veteran, DV, disability, and other population-specific CES processes				
Provider onboarding, training, technical assistance, participation requirements, compliance monitoring, and corrective support				
HMIS coordination, CES data quality, workflow design, operational reporting, dashboards, and performance analysis				
Participant rights, grievances/appeals, fair housing, nondiscrimination, VAWA/confidentiality, language access, and reasonable accommodation				

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Required Capability	Entity Providing Capability	Years of Relevant Experience	Most Relevant System / Example	Evidence of Capability
Program analysis, performance management, continuous quality improvement, participant/provider feedback, and system redesign				
CES grant, contract, fiscal, subcontractor, communications, and business-continuity administration				

3. Comparable Scale and Complexity

Using the most comparable example identified in Question 1, complete the table below to demonstrate the proposed CES Management Entity team's experience operating a coordinated entry or comparable multi-agency human services system at a scale and level of complexity similar to the LA CES. The measures shown reflect key aspects of the current operating environment, including geographic coverage, cross-CoC and multi-jurisdictional coordination, population-specific access pathways, participating provider networks, assessment and prioritization processes, referral and matching functions, and coordination across multiple housing interventions and system partners. Where a measure is not directly comparable, provide the closest analogous measure and briefly explain the difference.

Measure	Current LA CES Context	Most Comparable System
Geographic coverage	LA CoC geography includes approximately 85 incorporated cities plus unincorporated communities and intersects all eight Los Angeles County SPAs	

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Measure	Current LA CES Context	Most Comparable System
Regional / cross-CoC coordination	Operates within a Los Angeles County regional framework involving four independent CoCs	
Primary population systems	Adults, Families with Children, and Youth, with specialized processes for Veterans, DV survivors, persons with disabilities, and other populations	
Access structure	Multiple access centers/points and pathways, including outreach-based access, Family Solution Centers, Youth pathways, government/community partners, and other modalities	
Core CES workflows	Assessment, prioritization, Community Queue/active-list management, referral/matching, case conferencing, and housing workflow coordination	
Housing resource coordination	Multiple housing interventions, providers, funders, and public housing authorities, including PSH, Interim Housing, Housing Navigation, and Time Limited Subsidies	
Participating provider / partner network	Large multi-agency public and nonprofit network; provide the closest analogous number of participating organizations, access points, or operating partners	

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Measure	Current LA CES Context	Most Comparable System
Total staff/FTE and material contracted/partner resources supporting the comparable system	Current model uses a combination of dedicated CES staff, regional/population-specific partners, and contracted or technical support; Applicants should provide the closest analogous staffing and resource level.	

3A. Capacity Gap

Identify the most significant difference between the scale or complexity of the comparable system and the LA CES and explain how the proposed CES Management Entity team would address that difference before assuming responsibility. Applicants are not required to have previously administered a system identical in size to LA's CES.

Applicant Response – Maximum 500 Words

Enter response here

4. Proposed Staffing and Organizational Structure

4A. Proposed Staffing

Complete the staffing matrix below for all positions proposed to support the CES Management Entity role, including positions employed by the Applicant and any proposed contractor, subcontractor, or other partner.

For Staffing Status, use the following options: Current Employee, New Hire, Contractor, Subcontractor, or Other.

For Primary Responsibilities, identify the applicable functional area(s) documented in the CES Management Entity Qualifications section of the RFQ. If material vendor or contracted support cannot reasonably be expressed as FTE, identify that support and its role in Question 4C.

Los Angeles Continuum of Care

Position / Title	Employing Entity	Staffing Status	FTE	Primary Responsibilities

4B. Total Proposed FTE

Provide the total proposed FTE in the table below.

Total proposed FTE allocated to the CES Management Entity role:	*Enter response here*

4C. Staffing Sufficiency

Explain why the proposed staffing and vendor/contract support structure is sufficient to perform the responsibilities at the scale described in the CES Management Entity Qualifications section of the RFQ. Address coverage of the major functional areas, management and oversight capacity, functions that rely on vendors/subcontractors/partners, and any positions or resources that would not be available at the time of assumption of the role.

Applicant Response – Maximum 250 Words

Enter response here

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5. Governance, Neutrality, and Multi-Jurisdictional Coordination

5A. Comparable Governance Experience

Provide one example from the past five years in which the Applicant administered a multi-agency or multi-jurisdictional coordinated entry, housing, human services, referral, or comparable system operating under an external governing body or shared governance structure.

The example may be outside CES but should demonstrate experience operating within delegated authority, distinguishing policy and governance decisions from day-to-day administrative responsibilities, coordinating implementation across multiple jurisdictions or participating organizations, and administering access, prioritization, referral, allocation, or other resource-related processes neutrally and consistently. Describe how the Applicant balanced differing stakeholder interests, addressed governance or jurisdictional issues, and implemented decisions affecting multiple system partners. If no comparable example exists, state “No Comparable Example.”

Information Requested	Applicant Response
System / initiative	
Entity with relevant experience	
Period	
Governing or oversight body	
Number and names of participating agencies / jurisdictions	
Applicant/team member role	
Authorities retained by the governing body	
Operational responsibilities performed	
Example of how differing stakeholder interests were managed	
Result / outcome	

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6. Financial, Contractual, and Administrative Capacity

6A. Organizational Capacity

Complete the table below for the organizational unit that would house or directly support the CES Management Entity function. Public agencies may report at the department, division, authority, or other relevant organizational level rather than agency-wide where appropriate. If applicable, nonprofit agencies may report in any manner relevant to their particular situation.

Measure	Applicant Response
Organizational unit represented	
Current annual operating budget	$
Largest annual federal or public grant portfolio administered during the past five years	$
Largest coordinated-entry, homelessness-system, human-services, or comparable operating contract administered during the past five years	$
Years administering federal grants or comparable public funding	
Subject to annual independent audit and/or Single Audit, as applicable	Yes / No
Material audit, grant, fiscal, or regulatory findings within the past three years	Yes / No
Financial/grant management system(s) used	
Department/entity that would administer CES grants, contracts, subcontracts, and fiscal responsibilities	

6B. Relevant Grant and Contract Administration Experience

Describe an example from the past five years in which the Applicant or another proposed CES Management Entity team member administered a federal or other public grant involving a community planning role

comparable in complexity to the CES Management Entity function. Identify the funding or contract value, entity with relevant experience, Applicant/team member role, procurement or vendor-oversight responsibilities, fiscal and grant-reporting responsibilities, any material audit or monitoring findings, and the result or outcome.

Applicant Response – Maximum 500 Words

Enter response here

7. Authorized Certification

By signing below, the authorized representative certifies that the information provided is accurate and complete, the Applicant intends to apply for the role(s) selected above, and the undersigned is authorized to submit this application on the Applicant's behalf.

Authorized Representative Name / Title	*Enter response here*
Signature	*Enter response here*
Date	*Enter response here*

Los Angeles Continuum of Care

REQUEST FOR QUALIFICATIONS (RFQ)

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

Application: Point-In-Time Count Administrator

Los Angeles Continuum of Care

Point-In-Time Count Administrator Application Questions

- Applicants seeking designation as the PIT Count Administrator who submitted a Mandatory Intent to Apply must complete Questions 1 through 7 below, in addition to the Universal Questions for All Applicants, and submit all required materials to rfq@losangelescoc.org by the deadline posted in the RFQ. Late submissions will not be considered.
- In addition to question responses, Applicants must submit the following documents as attachments:
  - 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);
- If applying for multiple roles, please submit one email with the completed and signed Mandatory Intent to Apply, all applicable role applications, and supporting documents. Please identify all roles sought in the subject line of the email submission (e.g., 2027 CoC RFQ – PIT Count Administrator and HMIS Lead Applications).
- Microsoft Word or Adobe Acrobat PDF are acceptable file formats for submission
- For purposes of this section, the "proposed PIT Count Administrator team" includes the Applicant and any proposed subcontractor, research or university partner, statistical or survey consultant, technology or GIS partner, field-operations partner, youth-count partner, or other entity that would perform a material PIT/HIC function
- For questions requesting comparable experience, "comparable" does not mean identical to the current LA CoC role, system, or operating model. Comparability will be assessed based on: (1) type of work, including functions, responsibilities, governance, methodology, and technical or operational complexity; and (2) scale of work, including geographic reach, field operations, data-collection volume, participating agencies or jurisdictions, workforce, funding, staffing, and other measures relevant to PIT/HIC administration. Examples need not match the LA CoC on every dimension but should demonstrate sufficient similarity to show the Applicant's experience and capacity to perform the proposed role. Applicants should identify their closest analogous experience and briefly explain key similarities, differences, and relevance
- For any question requesting a comparable experience example, if no comparable example exists, state "No Comparable Example" rather than leaving the response blank
- Please note and adhere to all specified word count limits
- Applicants should not submit supporting materials other than those specifically required by this RFQ

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Point-in-Time (PIT) Count Administrator Questions

Applicants seeking designation as the PIT Count Administrator must complete Questions 1 through 7 below in addition to the Universal Questions for All Applicants.

Note that in questions asking for comparable experience, 'comparable' does not mean identical to the current LA CoC role, system, or operating model. Comparability will be assessed based on (1) type of work, including functions, responsibilities, governance, and complexity; and (2) scale of work, including size, geographic reach, volume, participating agencies or jurisdictions, funding, and staffing. Examples need not match the LA CoC on every dimension but should demonstrate sufficient similarity to show the Applicant's experience and capacity to perform the proposed role. Applicants should identify their closest analogous experience and briefly explain key similarities, differences, and relevance.

For any question requesting a comparable experience example, if no comparable example exists, state "No Comparable Example" rather than leaving the response blank.

1. Relevant PIT/HIC and Comparable Count Experience

1A. Experience Examples

Provide up to three examples from the past five years that best demonstrate the proposed team's experience performing work comparable to the PIT Count Administrator responsibilities described in this RFQ. Examples may include experience of the Applicant, consultants, subcontractors, or other proposed team members. Identify the entity or team responsible for each example.

Count / CoC / Client	Entity/Team Performing the Work	Time Period	Geography / Population(s) / Methodology / Scale	Role and Primary Responsibilities
Example 1				
Example 2				
Example 3				

1B. Most Comparable Experience

Identify the example most comparable to the core duties of the PIT Count Administrator, explain why it is comparable, and identify which responsibilities were performed directly by the Applicant versus another proposed team member, if applicable. Address the scale and complexity of the count or initiative, including geographic coverage, field operations, volunteer or professional enumerator management, digital data

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collection, statistical or survey methodology, sheltered PIT/HIC or comparable inventory validation, stakeholder coordination, and public reporting.

Applicant Response – Maximum 500 Words

Enter response here

2. Technical, Methodological, and Compliance Capability

Complete the table below to demonstrate the proposed PIT Count Administrator team's technical, methodological, and operational capabilities. For each capability, identify the entity providing it, years of relevant experience, the most relevant example, and brief evidence of the work performed. If a capability must still be secured, enter "To Be Secured" and address it in Question 4. Where a subcontractor, research partner, technology vendor, or other partner would provide the capability, identify both the delivery entity and the Applicant's role in managing or overseeing that function. Applicants may reference examples identified in Question 1 rather than repeat background information.

Required Capability	Entity Providing Capability	Years of Relevant Experience	Most Relevant Count / Example	Evidence of Capability
HUD PIT/HIC requirements, homelessness definitions, required data elements, HDX processes, and federal validation/response				
Annual count planning, methodology development, project management, critical-path scheduling, risk management, quality assurance, and documentation				

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Required Capability	Entity Providing Capability	Years of Relevant Experience	Most Relevant Count / Example	Evidence of Capability
GIS, geographic boundary management, census-tract or comparable deployment planning, mapping, route development, and coverage validation				
Large-scale unsheltered field operations, deployment sites, volunteer/professional enumerator recruitment and training, logistics, safety, incident response, and real-time completion monitoring				
Secure digital field data collection, application/platform configuration or vendor management, testing, technical support, audit trails, and contingency procedures				

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Required Capability	Entity Providing Capability	Years of Relevant Experience	Most Relevant Count / Example	Evidence of Capability
Demographic survey design, sampling, nonresponse, weighting, conversion/estimation, statistical review, documentation, and communication of uncertainty				
Youth count and other specialized population methodologies, including engagement of youth and people with lived experience and specialized survey or enumeration approaches				
Sheltered PIT and Housing Inventory Count administration, HMIS and comparable-database coordination, provider submission and validation, inventory reconciliation, and non-HMIS data collection				

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Required Capability	Entity Providing Capability	Years of Relevant Experience	Most Relevant Count / Example	Evidence of Capability
Cross-jurisdictional and cross-CoC coordination, governance, methodology transparency, data analysis, public reporting, geographic reporting, and correction procedures				
Vendor, subcontractor, research-partner, grant, fiscal, communications, volunteer-support, and business-continuity administration				

3. Comparable Scale and Complexity

Using the most comparable example identified in Question 1, complete the table below to demonstrate the proposed PIT Count Administrator team's experience operating a PIT/HIC count, census, survey, or comparable multi-site data-collection initiative at a scale and level of complexity similar to the LA CoC PIT/HIC process. The measures shown reflect key aspects of the current operating environment, including geographic coverage, multi-night field operations, workforce and logistics, digital data collection, statistical and demographic methodology, youth and specialized count components, sheltered PIT/HIC administration, cross-CoC coordination, and public reporting. Where a measure is not directly comparable, provide the closest analogous measure and briefly explain the difference.

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Measure	Current LA PIT/HIC Context	Most Comparable Count / System
Geographic coverage	CA-600 covers approximately 85 incorporated cities plus unincorporated communities and intersects all eight Los Angeles County SPAs	
Unsheltered enumeration	Multi-night field enumeration across the LA CoC using digital data collection and census-tract-based or successor geographic deployment	
Field workforce / logistics	Large-scale operation involving thousands of volunteers and/or professional enumerators, multiple deployment functions, technical support, and real-time completion monitoring	
Special geography	Specialized approaches for hard-to-reach, remote, unsafe, vehicle-dwelling, and other special-consideration areas	
Demographic survey and estimation	Separate unsheltered demographic survey and statistically defensible estimation / conversion process	
Youth and specialized counts	Specialized youth-count methodology and coordination of HUD-required or locally significant subpopulations	

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Measure	Current LA PIT/HIC Context	Most Comparable Count / System
Sheltered PIT / HIC	Project-level inventory and sheltered count process using HMIS, provider validation, non-HMIS submissions, and comparable-database aggregate information	
Cross-CoC coordination	Regional coordination with Long Beach, Pasadena, and Glendale, each of which retains independent PIT/HIC responsibility	
Public reporting	Reporting by LA CoC, City of Los Angeles, SPA, and other approved local geographies, with methodology and limitations documented	
Total staff/FTE and material contracted/vendor resources supporting the comparable count	Staffing varies by count cycle and includes dedicated staff plus material research, statistical, technology, field-operations, and other contracted/partner resources	

3A. Capacity Gap

Identify the most significant difference between the scale or complexity of the comparable count or initiative and the LA CoC PIT/HIC process and explain how the proposed PIT Count Administrator team would address that difference before assuming responsibility. Applicants are not required to have previously administered a count identical in size or methodology to the Greater Los Angeles Homeless Count.

Applicant Response – Maximum 500 Words

Enter response here

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4. Proposed Staffing and Organizational Structure

4A. Proposed Staffing

Complete the staffing matrix below for all positions proposed to support the PIT Count Administrator role, including positions employed by the Applicant and any proposed contractor, subcontractor, research or university partner, statistical or survey consultant, technology or GIS partner, field-operations partner, youth-count partner, or other material partner.

For Staffing Status, use the following options: Current Employee, New Hire, Contractor, Subcontractor, Partner, or Other.

For Primary Responsibilities, identify the applicable functional area(s) documented in the PIT Count Administrator Required Roles & Responsibilities section of the RFQ. If material vendor or partner support cannot reasonably be expressed as FTE, identify that support and its role in Question 4C.

Position / Title	Employing Entity	Staffing Status	FTE	Primary Responsibilities

4B. Total Proposed FTE

Provide the total proposed FTE in the table below.

Total proposed FTE allocated to the PIT Count Administrator role:	*Enter response here*

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4C. Staffing Sufficiency

Explain why the proposed staffing and vendor/partner support structure is sufficient to perform the PIT Count Administrator responsibilities at the scale described in the RFQ. Address coverage of the major functional areas, executive and day-to-day project management, field operations, GIS/mapping, technology, statistical and survey expertise, youth and specialized count expertise, sheltered PIT/HIC provider support, HMIS coordination, communications/public reporting, vendor/subcontractor management, and any positions or resources that would not be available at the time of assumption of the role.

Applicant Response – Maximum 250 Words

Enter response here

5. Governance, Independence, and Multi-Jurisdictional Coordination

5A. Comparable Governance Experience

Provide one example from the past five years in which the Applicant administered a large-scale count, census, survey, research, or data-collection initiative involving multiple public agencies, jurisdictions, providers, or partners and operating under an external governing body or shared governance structure.

The example may be outside PIT/HIC but should demonstrate experience operating within delegated authority, distinguishing governing-body decisions from day-to-day operational or methodological responsibilities, coordinating implementation across multiple jurisdictions and partners, preserving methodological integrity, resolving material methodology or data-quality issues, and producing transparent results. If no comparable example exists, state “No Comparable Example.”

Information Requested	Applicant Response
Count / system / initiative	
Entity with relevant experience	
Period	
Governing or oversight body	

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Information Requested	Applicant Response
Number and names of jurisdictions / agencies / field partners	
Applicant/team member role	
Authorities retained by the governing body	
Operational / methodological responsibilities performed	
Example of cross-jurisdictional coordination	
Example of a material methodology or data-quality issue and how it was resolved	
Result / outcome	

5B. Cross-CoC and Jurisdictional Coordination

Describe how the proposed PIT Count Administrator team would administer the LA CoC's PIT/HIC responsibilities while coordinating with the Long Beach, Pasadena, and Glendale CoCs and with municipalities, County partners, providers, and other count stakeholders. Explain how the team would support regional alignment, cross-boundary coordination, and countywide or regional reporting without assuming authority over another CoC's methodology, count operations, data validation, or federal submission.

Applicant Response – Maximum 500 Words

Enter response here

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6. Financial, Contractual, and Administrative Capacity

6A. Organizational Capacity

Complete the table below for the organizational unit that would house or directly support the PIT Count Administrator function. Public agencies may report at the department, division, authority, or other relevant organizational level rather than agency-wide where appropriate. Other entities may report at the organizational unit or entity level most relevant to the proposed function.

Measure	Applicant Response
Organizational unit represented	
Current annual operating budget	$
Largest annual federal or public grant portfolio administered during the past five years	$
Largest census, survey, research, field-operations, data-collection, technology, or comparable contract administered during the past five years	$
Years administering federal grants or comparable public funding	
Subject to annual independent audit and/or Single Audit, as applicable	Yes / No
Material audit, grant, fiscal, contractual, or regulatory findings within the past three years	Yes / No
Financial/grant management system(s) used	
Department/entity that would administer PIT/HIC grants, contracts, subcontracts, vendors, and fiscal responsibilities	

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6B. Relevant Grant and Contract Administration Experience

Describe one example from the past five years in which the Applicant or another proposed PIT Count Administrator team member administered a federal or other public grant and/or a census, survey, research, technology, field-operations, data-collection, or comparable contract similar in complexity to the PIT/HIC Administrator function. Identify the funding or contract value, entity with relevant experience, Applicant/team member role, procurement, vendor, research-partner, or subcontractor oversight responsibilities, fiscal and reporting responsibilities, any material audit or monitoring findings, and the result or outcome.

Applicant Response – Maximum 500 Words

Enter response here

7. Authorized Certification

By signing below, the authorized representative certifies that the information provided is accurate and complete, the Applicant intends to apply for the role(s) selected above, and the undersigned is authorized to submit this application on the Applicant's behalf.

Authorized Representative Name / Title	*Enter response here*
Signature	*Enter response here*
Date	*Enter response here*

EXHIBIT C

Quality Review Results

Los Angeles Continuum of Care (LA CoC) FY 2027 Administrative Lead Entity Functions Request for Qualifications (RFQ)

To:	Los Angeles Continuum of Care HMIS Committee and Board
From:	Request for Qualifications (RFQ) Consultant Team: LeSar Development Consultants: Colleen Murphy, Stefan Gonzalez Independent CoC Consultant: Ryan Macy-Hurley
Date:	October 5, 2026
Re:	Quality Review Results for the FY 2027 Administrative Lead Entity Functions RFQ

Committee and Board Actions Requested

Pursuant to the LA CoC's Governance Charter, the HMIS Committee supports the LA CoC Board in selecting the HMIS Lead entity, and the LA CoC Board selects the HMIS Lead entity. The LA CoC Board assesses and proposes a Collaborative Applicant and CES Management Entity to the LA CoC general membership.

Each role can be designated to the same or a distinct entity.

HMIS Lead Role

HMIS Committee: In support of the LA CoC Board's role in affirming or selecting a new HMIS Lead, review the quality review results for Applicants for HMIS Lead and propose a candidate to the LA CoC Board via the Committee's standard voting rules and process, inclusive of adherence to conflict of interest procedures.

LA CoC Board: Review the quality review results for Applicants for HMIS Lead and select a new HMIS lead, following standard rules and conflict of interest procedures, to propose an entity to fulfill the role in FY 2027.

Collaborative Applicant and CES Management Entity Roles

LA CoC Board: Review the quality review results for Applicants for Collaborative Applicant and CES Management Entity, and conduct separate votes, following standard rules and conflict of interest procedures, to propose an entity to fulfill each role in FY 2027.

PIT Count Administrator

LA CoC Board: Pursuant to the LA CoC Charter, the role of PIT Count Administrator is performed by the Collaborative Applicant. Review the quality review results for Collaborative Applicant and confirm that the PIT Count administration can be performed by the designated Collaborative Applicant. The Board is not required to separately designate a new PIT count administrator.

Background

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 85 incorporated cities and more than 100 unincorporated communities within Los Angeles County. 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. As delegated by the LA CoC, 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 i*n Los Angeles Homeless Services Authority v. Donald J. Trump et al*, Case No. 2:26-cv-07056-DOC-AJR.

The Court ordered the LA CoC to provide notice that it is accepting applications for HMIS Lead, CES Coordinator (referred to in the LA CoC Governance Charter 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.

Pursuant to the Court's order, the LA CoC Board opted to issue a Request for Qualifications (RFQ) to identify interested entities to perform the roles outlined in the Court order and to guide the LA CoC's selection of entities to perform these roles. The LA CoC's FY 2027 Administrative Lead Entity Functions RFQ was released on September 11, 2026.

This memorandum documents the process and results of RFQ for each of the four lead entity functions.

Applicant Advancement Through the LA CoC FY 2027 Administrative Lead Entity Functions RFQ Process

Mandatory Intent to Apply

The RFQ required entities to submit a Mandatory Intent to Apply by September 15, 2026 by 5:00pm. Pursuant to Section 5.3 of the RFQ, failure to timely submit a Mandatory Intent to Apply form would result in disqualification from the process.

- Twelve entities initially expressed interest during the Mandatory Intent to Apply phase of the RFQ process.
    - Ten of these entities submitted a Mandatory Intent to Apply response in accordance with the RFQ requirements.
    - Two entities did not submit Mandatory Intent to Apply responses that satisfied RFQ requirements and therefore were disqualified.

Required RFQ Application

Following the submission of the Mandatory Intent to Apply, interested Applicants were required to submit a full RFQ application by September 25, 2026 at 2:00pm. Failure to submit an RFQ Application by the deadline would result in disqualification from the process.

- One entity subsequently withdrew its Intent to Apply
- Six entities did not ultimately submit a full RFQ Application by the required deadline.
- One entity that had already been disqualified for failure to submit a Mandatory Intent to Apply response submitted materials for the Collaborative Applicant Role by the full RFQ application deadline, but this submission also did not satisfy the RFQ requirements.
- Three entities submitted full RFQ Applications for the following roles:
    - City of Los Angeles
        - Coordinated Entry System (CES) Management Entity
        - Homeless Management Information System (HMIS) Lead
    - County of Los Angeles Department of Homeless Services and Housing (HSH)
        - Collaborative Applicant (CA)
        - Coordinated Entry System (CES) Management Entity
        - Homeless Management Information System (HMIS) Lead
        - Point-in-Time (PIT) Count Administrator
    - United American Indian Involvement
        - Coordinated Entry System (CES) Management Entity

Collectively, these entities submitted seven role-specific applications and were interviewed separately for each qualifying role per RFQ Sections 7 and 9.3.

Graphic 1 summarizes phase advancement for all entities.

Graphic 1: Crosswalk of Entities Engaging in the LA CoC FY 2027 Administrative Lead Entity Functions RFQ Application Process

ENTITY	MANDATORY INTENT TO APPLY	APPLICATION
City of Los Angeles	✓	CES, HMIS
County of Los Angeles / Department of Homeless Services and Housing	✓	CA, CES, HMIS, PIT
United American Indian Involvement (UAII)	✓	CES
Better Angels United, Inc.	✓	✗
Coalition for Responsible Community Development	✓	✗
Crystal Clear Learning Foundation Inc.	✓	✗
Fusion Community Empowerment	✓	✗
Guardians of Love, Inc.	✓	✗
Hathaway-Sycamores Child and Family Services	✓	✗
iFoster, Inc.	✓	✗
Project 5000	✗	
Simtech	✗	

✓ Yes ✗ No ✗ Mandatory requirement not satisfied

Case 2:26-cv-07056-DOC-AJR Document 106-3 Filed 10/14/26 Page 5 of 16 Page ID #:10787

Threshold and Quality Review Methodology

Quality review was conducted in three stages under processes documented in the RFQ (Sections 5, 7, and 9.1–9.3): (1) eligibility and threshold review, (2) written application review, and (3) interviews. Under RFQ Section 9.2, the written application accounted for 80 points and the interview accounted for 20 points, for a total possible score of 100 points. The RFQ did not establish a minimum qualifying score for consideration for a Lead Role.

Reviewers were separately assigned written application and interview scoring assignments, and the number of completed scoring tools varied by role and review stage based on reviewer assignments, conflict of interest clearance, subject matter expertise, and reviewer availability.

Eligibility and Threshold Review

Eligibility and threshold review was conducted as stipulated in the RFQ (Sections 5.1–5.3, 7, and 9.1). This threshold review assessed role-specific legal eligibility, the minimum organizational qualifications, completion of mandatory submission requirements, and whether an automatic disqualifying condition applied; only non-disqualified applications advanced to interviews and scoring. No applicant was prohibited from submitting an application based on the initial threshold review.

Written Application Review

A panel of ten non-conflicted Quality Reviewers independently scored the written applications assigned to them, with multiple reviewers assessing the same applications. Each Reviewer used the provided Scoring Tool to assess the Universal and Role-Specific Application responses against the standardized criteria and point values established in the RFQ (Section 9.2).

Interview Review

Lead Applicants and any unconflicted Material Partners identified in the Full Application were required to participate in Interviews. A panel of six non-conflicted Quality Reviewers conducted and independently scored the role-based interviews assigned to them using the provided Interview Scoring Tool. Each interview was timed and involved two universal questions addressing transition planning and governance, respectively, and one role-specific question. Each question had the same time limit for all Applicants interviewed for the same role. Additional follow-up questions were posed, if time remained, to clarify or expand on interviewee responses. Applicants were also assessed on their overall interview performance. Consistent with RFQ Section 9.3, interview scoring was based only on the interview responses and remained separate from the written application score.

Table 1: Scoring Framework

Scoring Area	Points
Universal Questions	15
Relevant and Comparable Experience	10
Technical and Compliance Capability	10
Comparable Scale and Complexity	10
Proposed Staffing and Organizational Structure	15
Governance and Multi-Jurisdictional Coordination Experience	10
Financial, Contractual, and Administrative Capacity	10
Interview	20
Total	**100**

Score Calculation and Finalization

The reported scores in the Quality Review Results (Table 2) were calculated from all completed and administratively-verified scoring tools received for each Applicant's proposal for a specific role. Reviewer scores were averaged at the individual written-criterion or interview-component level—not by averaging reviewer total scores—and those averages were summed as described below.

Written Application Scores

Each written application was evaluated across standardized criteria. For each criterion, the Reviewers' scores were averaged to produce the Applicant's criterion score. The resulting criterion averages were then summed to produce the written application score, up to 80 points.

Interview Scores

For each of the four assessed areas, the Reviewers' scores were averaged to produce the Applicant's score for that interview component. The averaged component scores were then summed to calculate the interview score.

Score Finalization

Submitted scoring tools were reviewed administratively to confirm that all required scoring fields were completed and that the scores were entered and calculated correctly. This review was limited to technical completeness and calculation accuracy and did not reopen, reconcile, normalize, or substantively adjust reviewer judgments. Once a completed scoring tool was verified, the submitted scores were treated as final.

Final Score

The final score for each Applicant's proposal for a specific role was calculated by adding the written application score, up to 80 points, and the interview score, up to 20 points, for a maximum of 100 points. Calculations used the full precision of the underlying averages, and scores presented in this memorandum are rounded to two decimal places for reporting purposes.

Quality Review Results

Table 2 presents the written application score, interview score, and combined final score for each proposal.

Among the seven complete proposals, combined scores ranged from 34.50 to 90.67. In both competitive roles (CES Management Entity and HMIS Lead), the interviews did not reverse the ordering established by the written review scores.

Criterion-level detail is provided in Appendix B.

Table 2: Quality Review Results – All Roles				
Role	**Applicant**	Written Application Score	Interview Score	**Total Score**
		80 Points	20 Points	**Out of 100 Points**
Collaborative Applicant	County of Los Angeles / HSH	69.00	20.00	**89.00**
Role	**Applicant**	Written Application Score	Interview Score	**Total Score**
		80 Points	20 Points	**Out of 100 Points**
HMIS Lead	County of Los Angeles / HSH	69.67	17.50	**87.17**
HMIS Lead	City of Los Angeles	67.33	15.00	**82.33**
Role	**Applicant**	Written Application Score	Interview Score	**Total Score**
		80 Points	20 Points	**Out of 100 Points**
CES Management Entity	County of Los Angeles / HSH	71.67	19.00	**90.67**
CES Management Entity	City of Los Angeles	59.33	13.50	**72.83**
CES Management Entity	United American Indian Involvement	28.00	6.50	**34.50**
Role	**Applicant**	Written Application Score	Interview Score	**Total Score**
		80 Points	20 Points	**Out of 100 Points**
PIT Count Administrator	County of Los Angeles / HSH	68.00	19.00	**87.00**

Appendix A: Overview of the LA CoC FY 2027 Administrative Lead Entity Functions RFQ Review and Evaluation Process

RFQ Roles and Responsibilities

This appendix presents the RFQ review process in complementary narrative and visual formats. The RFQ process separated governance, advisory, administrative, legal, Applicant, and evaluation responsibilities to protect the integrity, independence, and transparency of the selection process. Roles and responsibilities included:

- The LA CoC Board retained the governance and decision-making authority assigned to it under the LA CoC Governance Charter, considered the RFQ and its results, and required Board members to recuse themselves when appropriate throughout the RFQ's development and implementation.
- LA CoC Board leadership engaged subject-matter expert consultants to support this work on behalf of and under the direction of the LA CoC. The consultants helped design and administer the RFQ process, identify potential Quality Reviewers with subject-matter expertise, coordinate communications and submissions, develop review and scoring tools, organize review activities, and maintain documentation of the process.
- An unconflicted six-member LA CoC Ad Hoc Committee provided Board-level input, reviewed proposed safeguards, supported alignment with LA CoC priorities, and included two members who contributed lived-experience perspectives.
- Unconflicted subject-matter experts, including representatives from neighboring CoCs, separately reviewed the draft role requirements and application questions to help ensure that the solicitation was technically sound, sufficiently rigorous, and responsive to the operational realities of administering the LA CoC's core functions.
- Legal counsel provided additional support by advising on eligibility and other legal questions, reviewing potential conflicts of interest, and supporting consistent and impartial determinations. These responsibilities were intentionally separated from the independent evaluation and scoring functions.
- All Applicants participated through the same established process, including submitting a Mandatory Intent to Apply, using the official written-questions process, completing the universal and applicable role-specific application materials, disclosing Lead Applicant and Material Partner information, and, if eligible, participating in separate interviews for each role sought, consistent with RFQ Sections 7–9.
- Quality Reviewers were required to sign confidentiality commitments, complete conflict-of-interest disclosures, and receive clearance before accessing or reviewing application materials. Once cleared, they received uniform training and independently assessed written and oral responses using standardized criteria.

Together, these clearly defined roles helped create a process that was fair, transparent, robust, consistent with procurement best practices, and responsive to the requirements and compressed timeline established by the Court. Graphic 2 summarizes who participated in the RFQ process and the distinct responsibilities assigned to each group.

Graphic 2: LA CoC FY 2027 Administrative Lead Entity Functions RFQ Roles and Responsibilities

Process Phases and Safeguards

The following narrative describes the purpose and safeguards associated with each phase of the RFQ process.

Phase 1 – Pre-Release / Creation of RFQ. Before release, an unconflicted Board quorum and its six-member ad hoc committee reviewed the process, governance requirements, safeguards, and alignment with LA CoC priorities. Three independent subject-matter experts separately reviewed the role requirements and application questions for technical soundness, federal compliance, and operational relevance. Board members recused themselves when required because of actual or potential conflicts of interest. Consultants integrated the governance and technical feedback into the RFQ and supporting materials. The RFQ, Mandatory Intent to Apply, and universal and role-specific application questions were released on September 11, 2026, consistent with the RFQ Timeline in Section 4.

Phase 2 – Solicitation Window. Potential Applicants submitted Mandatory Intents to Apply by September 15, 2026, identifying the roles they intended to pursue and supporting preliminary eligibility review. Written questions were accepted through September 17, 2026, and responses were publicly posted on September 21, 2026, so that all potential Applicants received the same information (RFQ Sections 4 and 8).

Phase 3 – Eligibility and Applications. The Mandatory Intent to Apply supported preliminary review of minimum qualifications and potential disqualifying conditions. After Full Applications were submitted on September 25, 2026, threshold review confirmed role-specific eligibility and automatic disqualifying conditions before qualifying applications advanced to scoring (RFQ Sections 5.1–5.3, 7, and 9.1).

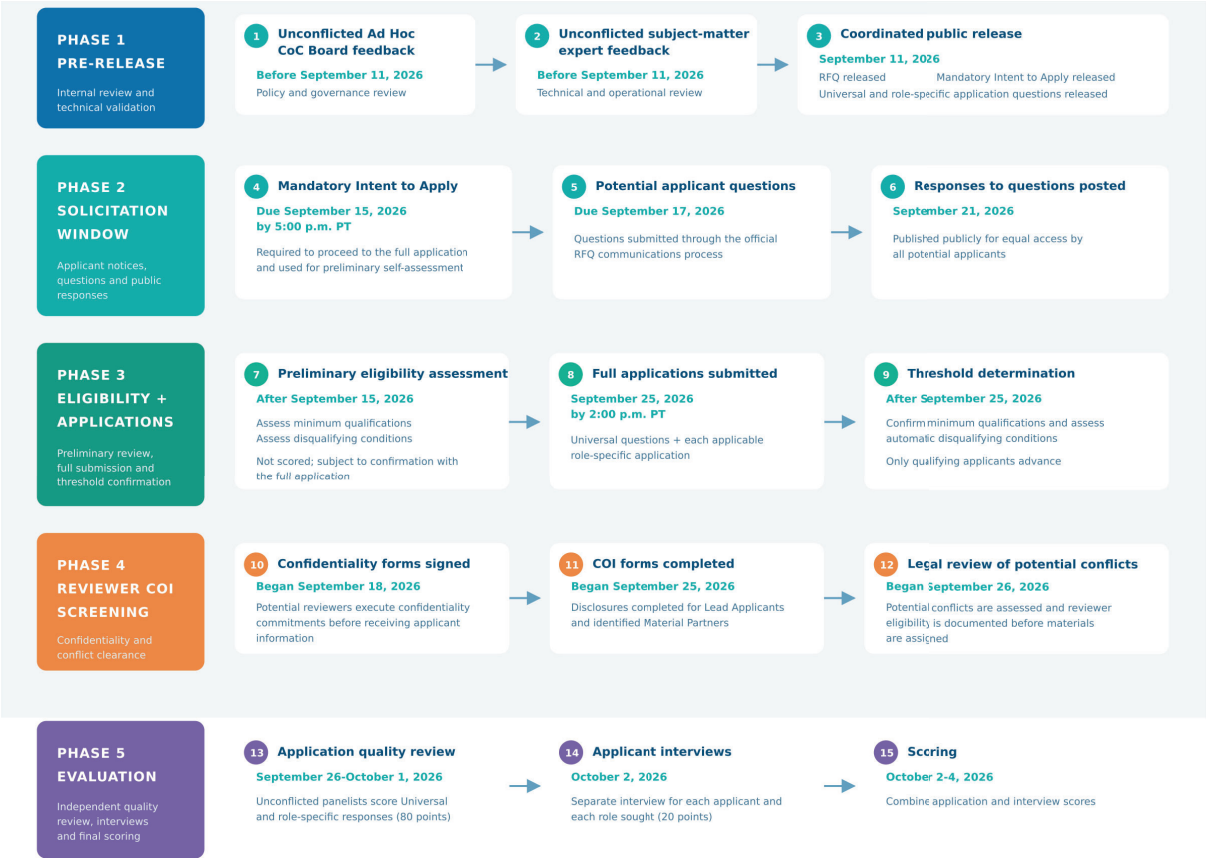
Phase 4 – Reviewer Conflict-of-Interest Screening. The consultants identified more than 70 potential Quality Reviewers and contacted those for whom current contact information was available. Interested and available reviewers signed confidentiality forms before receiving Applicant information. For screening purposes, a Lead Applicant was the entity applying for a designated role, and a Material Partner was a

disclosed subcontractor or formal partner proposed to perform a material portion of that role. Beginning September 25, 2026, reviewers completed conflict-of-interest disclosures covering Lead Applicants and Material Partners. Potential material conflicts were evaluated beginning September 26, 2026, and reviewer eligibility was documented before applications or scoring assignments were distributed. This separation protected the integrity, independence, and fairness of the quality review process.

Phase 5 – Evaluation and Scoring. Cleared Quality Reviewers were assigned to a Lead Entity role and independently scored every written application for that role using the standardized criteria in RFQ Section 9.2. Using the same reviewer group for all written applications by role supported consistent application of the scoring criteria. Interviewers used the same primary interview questions and scoring standards for Applicants seeking the same role. Reviewers remained neutral, avoided outside research or direct contact with Applicants, and scored independently. Post-interview discussion was limited to process issues or material factual clarification rather than consensus scoring (RFQ Section 9.3). Consultants reviewed the scoring tools for administrative completeness and calculation accuracy. The methodology for averaging component scores and calculating final scores is described in the Score Calculation and Finalization section. The tabulated results provided a documented basis for subsequent LA CoC consideration under RFQ Sections 9.2–9.4.

Graphic 3 presents the five-phase process, principal activities, and key dates in visual form.

Graphic 3: LA CoC FY 2027 Administrative Lead Entity Functions RFQ Phases, Activities, Timelines, and Process Flow



Appendix B: Detailed Scoring Results by Entity, Role, and Quality Review Modality

The tables below provide the criterion-level detail underlying the summary scores presented in the Quality Review Results section.

The written application scoring table shows the reported score for each criterion. The interview table shows the results for the three scored interview questions, the Overall Interview Assessment, and the total interview score.

Scores in the tables below were calculated using the score calculation methodology described above and are displayed to two decimal places. Because component values are displayed in rounded form while totals are calculated using full precision, displayed component scores may not always sum exactly to the displayed total.

Table 4: Written Application Scoring – Collaborative Applicant

	Collaborative Applicant Role: Assessed Area												
Applicant	**Conflicts & mitigation strategies**	**Experience with role transitions**	**Lived experience engagement**	**Relevant & comparable experience**	**Technical & compliance capability**	**Scale & complexity experience**	**Capacity gap**	**Proposed staffing**	**Staffing sufficiency**	**Governance experience**	**Administrative & financial capacity**	**Contract & grant administration experience**	**Total Score**
	3 Points	5 Points	7 Points	10 Points	10 Points	5 Points	5 Points	6 Points	9 Points	10 Points	4 Points	6 Points	Out of 80
County of Los Angeles / HSH	1.00	5.00	6.00	9.00	8.00	4.00	5.00	6.00	8.00	8.00	4.00	5.00	**69.00**

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Table 5: Written Application Scoring – HMIS Lead													
HMIS Lead Role: Assessed Area													
Applicants	Conflicts & mitigation strategies	Experience with role transitions	Lived experience engagement	Relevant & comparable experience	Technical & compliance capability	Scale & complexity experience	Capacity gap	Proposed staffing	Staffing sufficiency	Governance experience	Administrative & financial capacity	Contract & grant administration experience	Total Score
	3 Points	5 Points	7 Points	10 Points	10 Points	5 Points	5 Points	6 Points	9 Points	10 Points	4 Points	6 Points	Out of 80
County of Los Angeles / HSH	0.33	5.00	6.67	8.33	8.00	4.33	5.00	5.00	8.00	9.33	4.00	5.67	**69.67**
City of Los Angeles	0.67	4.00	5.67	8.67	8.33	4.33	4.33	6.00	7.33	8.67	4.00	5.33	**67.33**

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Table 6: Written Application Scoring – CES Management Entity													
CES Management Entity Role: Assessed Area													
Applicants	Conflicts & mitigation strategies	Experience with role transitions	Lived experience engagement	Relevant & comparable experience	Technical & compliance capability	Scale & complexity experience	Capacity gap	Proposed staffing	Staffing sufficiency	Governance experience	Administrative & financial capacity	Contract & grant administration experience	Total Score
	3 Points	5 Points	7 Points	10 Points	10 Points	5 Points	5 Points	6 Points	9 Points	10 Points	4 Points	6 Points	Out of 80
County of Los Angeles / HSH	0.33	4.67	6.33	10.00	9.33	5.00	4.67	5.00	7.67	8.67	4.00	6.00	**71.67**
City of Los Angeles	0.67	4.00	5.00	8.33	7.67	4.00	3.00	3.67	6.33	7.33	4.00	5.33	**59.33**
United American Indian Involvement	0.33	2.00	1.33	4.33	2.67	1.67	3.00	2.00	2.00	3.67	3.33	1.67	**28.00**

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Table 7: Written Application Scoring – PIT Count Administrator														
PIT Count Administrator Role: Assessed Area														
Applicant	Conflicts & mitigation strategies	Experience with role transitions	Lived experience engagement	Relevant & comparable experience	Technical & compliance capability	Scale & complexity experience	Capacity gap	Proposed staffing	Staffing sufficiency	Governance experience	Cross-CoC coordination	Administrative & financial capacity	Contract & grant administration experience	Total Score
	3 Points	5 Points	7 Points	10 Points	10 Points	5 Points	5 Points	6 Points	9 Points	5 Points	5 Points	4 Points	6 Points	Out of 80
County of Los Angeles / HSH	0.00	4.00	6.50	9.00	8.50	5.00	5.00	4.00	8.00	4.00	4.50	4.00	5.50	**68.00**

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Table 8: Interview Scoring – All Roles						
Role	**Applicants**	**Staffing & transition**	**Role-specific question**	**Coordination & governance**	**Overall performance**	**Interview Total**
		6 Points	5 Points	5 Points	4 Points	20 Points
Collaborative Applicant	County of Los Angeles / HSH	6.00	5.00	5.00	4.00	**20.00**
Role	**Applicants**	**Staffing & transition**	**Role-specific question**	**Coordination & governance**	**Overall performance**	**Interview Total**
		6 Points	5 Points	5 Points	4 Points	20 Points
HMIS Lead	County of Los Angeles / HSH	5.50	4.00	4.50	3.50	**17.50**
HMIS Lead	City of Los Angeles	4.00	3.50	4.50	3.00	**15.00**
Role	**Applicants**	**Staffing & transition**	**Role-specific question**	**Coordination & governance**	**Overall performance**	**Interview Total**
		6 Points	5 Points	5 Points	4 Points	20 Points
CES Management Entity	County of Los Angeles / HSH	5.50	5.00	4.50	4.00	**19.00**
CES Management Entity	City of Los Angeles	4.00	3.50	3.00	3.00	**13.50**
CES Management Entity	United American Indian Involvement	1.00	2.50	1.50	1.50	**6.50**
Role	**Applicants**	**Staffing & transition**	**Role-specific question**	**Coordination & governance**	**Overall performance**	**Interview Total**
		6 Points	5 Points	5 Points	4 Points	20 Points
PIT Count Administrator	County of Los Angeles / HSH	6.00	4.00	5.00	4.00	**19.00**

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EXHIBIT D

Los Angeles Continuum of Care

GOVERNANCE CHARTER

Version History	
Date Adopted	**Revisions Made**
7/14/2026	Update of the process for designating the Collaborative Applicant, HMIS Lead, and CES Management Lead; clarification of the delegation of duties of the CoC to the designated entities.
12/11/2024	Minor corrections to formatting and select wording for accuracy; updates/additions to the appendix outlining the LA County Coordinated Entry System (CES) Policy Council Selection Process, notably term limits.
12/13/2023	Clarification of frequency and administration of General Membership meetings; addition of responsibilities regarding CES policies and guidance, and addition of selection process for LA County CES Policy Council.
6/28/2022	Clarification of CoC General Membership and delegated responsibilities; HMIS governance placed under purview of CoC Board; Addition of entities with delegated responsibilities (LEAB and HYFLA); Update composition and terms of CoC Board.

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LOS ANGELES CONTINUUM OF CARE GOVERNANCE CHARTER

ARTICLE 1: NAME

The name of this group shall be the Los Angeles Continuum of Care and shall hereafter be referred to as the LA CoC.

ARTICLE 2: AUTHORITY

The Continuum of Care (CoC) Program is authorized by subtitle C of title IV of the McKinney- Vento Homeless Assistance Act.[1] The program is designed to: promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, states, and local governments to quickly rehouse homeless individuals (including unaccompanied youth) and families, while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effective utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

ARTICLE 3: DEFINITION AND MISSION

A Continuum of Care is a group required under the CoC Program composed of representatives of organizations in a geographic area including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons.

The LA CoC coordinates public and community-based housing and services to assist persons who are homeless or at imminent risk of homelessness in Los Angeles County (LA County) to obtain permanent housing, increase economic stability, and promote housing stability. The LA CoC addresses critical issues related to homelessness through a coordinated community-based process of identifying and addressing needs utilizing U.S. Department of Housing and Urban Development (HUD) funding, as well as other sources of funding. The objectives of the LA CoC are often achieved through the work of the local homeless coalitions and subcommittees that help comprise the LA CoC. The LA CoC geography includes 85 of the 88 separate cities within LA County.[2] LA County is also divided into eight geographic areas designated as Service Planning Areas (SPA's), each expected to have a proportional share of homeless services.

ARTICLE 4: STRUCTURE

Section 1: LA CoC

A. Membership

The General Membership of the LA CoC consists of persons and entities interested in collaborative, solution-oriented planning to address homelessness in LA County (with the exception of Glendale, Long Beach, and Pasadena).

[1] 42 U.S.C. 11381-11389.

[2] Excluding the cities of Glendale, Long Beach, and Pasadena, as each maintains its own CoC.

B. Responsibilities

The LA CoC addresses critical issues related to homelessness through a coordinated community-based process of identifying and addressing needs utilizing not only HUD resources, but also other sources of funding. This charge is often achieved through the work of the local coalitions, planning bodies, and LA CoC committees, subcommittees, and workgroups that comprise the LA CoC.

The General Membership of the LA CoC is responsible for approving the LA CoC governance charter and carrying out or delegating the LA CoC responsibilities. The LA CoC responsibilities are listed below; and delegation of such responsibilities are set forth in Section 3 and shown in *Appendix A: Delegation of Los Angeles Continuum of Care Responsibilities*.

Operating the Continuum of Care

1. Hold meetings of the General Membership, with published agendas, at least semi-annually.
2. Make an invitation for new members to join publicly available within the geographic at least annually.
3. Adopt and follow a written process to select a board to act on behalf of the Continuum of Care. The process must be reviewed, updated, and approved by the Continuum at least once every five years. See *Appendix B: Los Angeles Continuum of Care Board Selection and Recusal Process*.
4. Appoint additional committees, subcommittees, or workgroups.
5. In consultation with the Collaborative Applicant and Homeless Management Information System (HMIS) lead, develop, follow, and update annually a governance charter, code of conduct, and recusal process for the board, its chair(s), and any person acting on behalf of the board.
6. Establish LA CoC project performance targets appropriate for specific populations and LA CoC component type in consultation with Emergency Solution Grant (ESG) recipients and subrecipients.
7. Monitor LA CoC and ESG recipients and subrecipients performance, evaluate outcomes, and recommend actions to improve the work of underperformers.
8. Report publicly results of LA CoC and ESG recipients and subrecipients performance and outcomes.
9. Establish policies, guidance, and procedures for a coordinated entry system (CES) in consultation with recipients of ESG funds. The LA CoC must develop specific policies to guide the operations of a CES on how its system will address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from nonvictim service providers.
10. Operate a CES in consultation with recipients of ESG funds, including by designating a CES Management Entity to perform the duties delegated to it in this Charter and documenting the designation in the CoC's meeting minutes.
11. Establish and follow written standards for providing LA CoC assistance in consultation with recipients of ESG funds. At a minimum, these written standards must include policies and procedures and/or standards for: evaluating individuals' and families' eligibility for assistance; determining and prioritizing which eligible individuals will receive transitional housing assistance (including emergency transfer priority); determining what percentage or amount of rent each program participant must pay while receiving rapid re-housing assistance; and determining and prioritizing which eligible individuals and families will receive permanent supporting housing assistance (including emergency transfer priority).

Designating and Operating a Homeless Management Information System (HMIS)

12. Designate a single HMIS for the LA CoC geographic area and designate an eligible applicant to manage its HMIS (known as the HMIS Lead) and act on behalf of the continuum.
13. Review, revise, and approve privacy, security, and data quality plans for the HMIS.
14. Ensure consistent participation of recipients and subrecipients in the HMIS.
    a. The responsibilities and relationships between the CoC(s), HMIS Lead, and other participants relevant to the HMIS are defined in "Section 1: Roles and Responsibilities" of the Homeless Management Information System (HMIS) Policies and Procedures: Los Angeles HMIS Collaborative. This includes HMIS participation fees as outlined in "Section 2.8 Participation Fees" of the Homeless Management Information System (HMIS) Policies and Procedures: Los Angeles HMIS Collaborative.
15. Ensure that the HMIS is administered in compliance with HUD requirements.

Continuum of Care Planning

16. Develop a plan that coordinates implementation of a housing and service system that meets the needs of the persons experiencing a housing crisis. At a minimum, such system encompasses: outreach, engagement, and assessment; shelter, housing, and supportive services; and prevention strategies.
17. Conduct, at least biennially, a Point-in-Time (PIT) count of homeless persons that meets HUD's requirements, including: homeless persons who are living in a place not designed or ordinarily used as a regular sleeping accommodation for humans (i.e., unsheltered persons); persons living in emergency shelters and transitional housing projects (i.e. sheltered persons).
18. Conduct an annual gaps analysis of homeless needs and services.
19. Provide information required to complete the Consolidated Plan(s).
20. Consult with State and local ESG recipients on the plan for allocating ESG funds and reporting and evaluating performance of ESG program recipients and subrecipients.
21. Develop the emergency transfer plan for the LA CoC in accordance with the Violence Against Women Act.
22. Design, operate, and follow a collaborative process for the development of applications and approve submission of applications in response to a LA CoC Program Notice of Funding Opportunity (NOFO).
23. Establish priorities for funding projects.
24. Designate the collaborative applicant to submit the LA CoC Program NOFO application on behalf of the LA CoC and document the designation in the CoC's meeting minutes.
25. Establish an appeals and grievance process to consider and resolve conflicts arising from LA CoC Program allocation decisions.

C. Meetings

The LA CoC will hold semi-annual General Membership meetings. General Meetings will be facilitated by the CoC Board Chair. Additional meetings may occur throughout the year as necessary and will be announced by the CoC Board.

All meetings will be open to the public.

Section 2: LA CoC Board

A. Membership

The LA CoC Board membership must be compliant with the HUD-required written selection process as set forth in *Appendix B: Los Angeles Continuum of Care Board Selection and Recusal Process.* Pursuant to the Selection and Recusal Process, the LA CoC Board shall be comprised of twenty-one (21) individuals committed to the communitywide goal of ending homelessness in Los Angeles County.

The 21-member LA CoC Board shall include eight (8) SPA members (one from each SPA); eight (8) system partner members; and five (5) at-large members. At least three (3) of the twenty-one (21) members shall be people currently or formerly experiencing homelessness, each representing one of the three main subpopulations (i.e., Adults, Families, and Youth).

B. Responsibilities

The responsibilities of the LA CoC Board are identified in *Appendix A: Delegation of Los Angeles Continuum of Care Responsibilities*, along with the delegated authority for all entities within the CoC. The LA CoC Board role and responsibilities are also summarized below. The CoC Board:

1) Consults and provides feedback on proposed process to select its Board. (Responsibility 3)
2) Consults and provides feedback on its proposed role. (Responsibility 4)
3) Consults and provides feedback on the proposed charter. (Responsibility 5)
4) Consults and provides feedback on the proposed LA CoC project performance targets appropriate for population and LA CoC component types. (Responsibility 6)
5) Consults and provides feedback on written standards for providing LA CoC assistance. (Responsibility 11)
6) Proposes the Collaborative Applicant to be designated by the CoC, based on the Board's assessment of the entity's eligibility to serve as the collaborative applicant and its capacity to carry out the duties required of the Collaborative Applicant under applicable federal laws, regulations, and this Charter.
7) Approves the HMIS software for the LA CoC geographic area and designates an eligible vendor to manage its HMIS. In addition, the CoC Board is expected to:
    a. Form an HMIS committee, which will support the CoC Board with its responsibility to assess and recommend an HMIS and HMIS Lead.
    b. Affirm or select a new HMIS Lead for the LA CoC, based on the HMIS committee's assessments and recommendations. This review process will occur every five years and should be documented in the CoC Board meeting minutes.
8) Approves the adoption of privacy, security, and data quality plans for the CoC's HMIS.
    a. The HMIS committee will work with HMIS Lead staff to establish HMIS evaluation criteria to assist assessment of HMIS function and governance needs.
    b. The HMIS committee shall use evaluative criteria to review, revise, and approve recommendations for the LA CoC Board regarding the functionality, privacy, security, and data quality plans for the HMIS. The review of these HMIS governing documents will take place every year.
    c. The HMIS Lead will develop and submit an Annual Performance Report covering the specific functions of the HMIS Lead to the LA CoC Board for review. This will include a review and recommendations of changes to the privacy, security, and data quality plans for the HMIS. This process will take place every year.
9) Consults and recommends CoC Program rating and ranking policies and procedures; review and rank CoC Program funding application request.
10) Consults and recommends funding priorities for the CoC Program.

C. Meetings

The LA CoC Board will meet monthly throughout the calendar year and may meet more often as deemed necessary to carry out its responsibilities. A quorum (a majority of the total membership of the board not counting vacant seats) is required to vote on LA CoC matters.

All meetings will be open to the public as required by law.

Section 3: Additional Delegated LA CoC Responsibilities

A. Collaborative Applicant

The Collaborative Applicant is the entity the CoC designates to submit the annual CoC Program Competition application. The entity must be an eligible applicant, which includes a private nonprofit organization, State or local government, or an instrumentality of State or local government. The CoC designates the Collaborative Applicant for the CoC, consistent with this charter.

The role and responsibilities of the Collaborative Applicant are identified in *Appendix A: Delegation of Los Angeles Continuum of Care Responsibilities*, along with the delegated authority for all entities within the CoC.

The Los Angeles Homeless Services Authority (LAHSA) is currently designated as the Collaborative Applicant for the CoC. In the event the CoC designates a new Collaborative Applicant, the designation of the Collaborative Applicant will not require an amendment to this Charter to effectuate the change or to delegate the duties outlined in Appendix A.

B. HMIS Lead

The HMIS Lead is responsible for managing the HMIS on the CoC's behalf. The HMIS Lead is designated by the CoC, as outlined in this Charter. The role and responsibilities of the HMIS Lead identified in *Appendix A: Delegation of Los Angeles Continuum of Care Responsibilities*, along with the delegated authority for all entities within the CoC.

The CoC Board is responsible for designating the HMIS Lead, consistent with this charter. Currently, LAHSA has been delegated the role of HMIS Lead. The designation of a new HMIS Lead by the CoC does not require an amendment to this charter to effectuate the change or to delegate the duties outlined in Appendix A.

C. CES Management Entity

The CES Management Entity is responsible for managing the HMIS on the CoC's behalf. The CES Management Entity is designated by the CoC, as outlined in this Charter. The role and responsibilities of the CES Management Entity are identified in *Appendix A: Delegation of Los Angeles Continuum of Care Responsibilities*, along with the delegated authority for all entities within the CoC.

The CoC is responsible for designating the CES Management Entity, consistent with this charter. Currently, LAHSA has been delegated the role of CES Management Entity. The designation of a new CES Management Entity by the CoC does not require amendment to this charter to effectuate the change or to delegate the duties outlined in Appendix A.

D. Los Angeles Homeless Services Authority

The Los Angeles Homeless Services Authority (LAHSA) is a joint powers authority (JPA) of the City and County of Los Angeles. **LAHSA** is designated as the HMIS Lead, the Management Entity for CES, and the Collaborative Applicant, and LAHSA and its staff are delegated to perform a number of tasks in those roles, as identified in *Appendix A: Delegation of Los Angeles Continuum of Care Responsibilities*,

In the event the CoC Membership designates a new Collaborative Applicant, HMIS Lead, or CES Management Entity consistent with the procedures outlined in this charter, the responsibility for the responsibilities delegated to LAHSA will be delegated to the new entity. The designation of a new entity to perform the role(s) and the corresponding delegation of duties will not require an amendment to the Charter.

In addition, duties have been delegated to the LAHSA Commission as the governing body overseeing the currently-designated Collaborative Applicant, HMIS Lead, and CES Management Entity. The LAHSA Commission's role and responsibilities are also summarized below. The LAHSA Commission:

a. Consults and provides feedback on its proposed role.
b. Consults and provides feedback on the proposed charter.
c. Approves proposed LA CoC project performance targets, in alignment with targets for other funding sources within the system.
d. Approves written standards for providing LA CoC assistance, in alignment with targets for other funding sources within the system.
e. Consults and provides feedback on implementation of the CoC's housing and service system and its performance, with consideration of funding sources administered by LAHSA.
f. Approves CoC Program funding priorities and project recommendations.
g. Approves policies for CES, in consultation with recipients of ESG funds.

In the event the CoC Membership designates a new Collaborative Applicant, responsibilities listed in (a-f) will be delegated to the CoC Board. In the event the CoC Membership designates a new CES Management Entity, the responsibility listed in (g) will be delegated to the CES Policy Council.

E. LA County CES Policy Council

The LA CoC designates the LA County CES Policy Council as the policy oversight entity for CES. The 25-member LA County CES Policy Council is comprised of individuals who have practical knowledge and experience of system operations, as set forth in *Appendix C: Los Angeles County Coordinated Entry System Policy Council Member Selection Process*. The responsibilities of the LA County CES Policy Council are identified in *Appendix A: Delegation of the Los Angeles Continuum of Care Responsibilities,* along with the delegated authority for all entities within the CoC. The LA County CES Policy Council's role and responsibilities are also summarized below. The CES Policy Council:

1. Consults and provides feedback on its proposed role.
2. Consults and provides feedback on the proposed charter.
3. Consults on policies and procedures for CES, in consultation with recipients of ESG funds.

In the event that LAHSA no longer serves as the CES management entity, the approval of guidance for CES, in consultation with recipients of ESG funds will be designated to the CES Policy Council.

F. Lived Experience Advisory Board

The LA CoC Lived Experience Advisory Board (LEAB) provides advice and counsel to LAHSA and its partners in support of efforts that strive to end homelessness, as well as to ensure that the unique voice of those with the lived experience of homelessness is incorporated throughout the Los Angeles homeless crisis response system. The CoC's designated entities and committees are encouraged to consult with LEAB while carrying out delegated responsibilities.

G. Homeless Youth Forum of Los Angeles

Homeless Youth Forum of Los Angeles (HYFLA) works to end youth homelessness in Los Angeles County by centering the voices of youth with lived expertise in decision-making on program development, funding, policy making, and program and system performance evaluation. The CoC's designated entities and committees are encouraged to consult with HYFLA while carrying out delegated responsibilities.

ARTICLE 5: CODE OF CONDUCT AND CONFLICT OF INTEREST

A. Code of Conduct

LA CoC members must always conduct themselves with the highest ethical standards. Members are required to follow the code of conduct included in *Appendix D: Los Angeles Continuum of Care Code of Conduct.*

B. Conflict of Interest

All LA CoC members who are affiliated with, or representatives of organizations seeking, or considering seeking, funds under the endorsement of the LA CoC, must abide by CoC regulations pertaining to conflicts of interest. Conflicts of interest, and even the appearance of a conflict of interest, must be avoided. Members are required to abide by the conflict of interest standards listed in the Code of Federal Regulations 24 CFR § 578.95.

ARTICLE 6: AMENDMENTS

This charter may be amended by a majority vote at a meeting of the LA CoC General Membership of the LA CoC provided that the proposed amendment(s) shall have been posted on the CoC's website at least 5 business days before action is taken.

The designation by the CoC Membership of an entity other than LAHSA to perform the role of Collaborative Applicant, HMIS Lead, or CES Management Entity will not require an amendment to the Charter to effectuate the change.

Appendix A: Delegation of Los Angeles Continuum of Care Responsibilities

Los Angeles Continuum of Care Responsibilities	LA CoC General Membership	LA CoC Board	LAHSA Commission*	Collaborative Applicant	LA County CES Policy Council	HMIS Lead	CES Management Entity
1) Hold meetings of the Full Membership, with published agendas, at least semi-annually. This may include serial meetings of SPA homeless coalitions.	Approves	Consults		Executes			
2) Make an invitation for new members to join publicly available within the geographic at least annually.				Executes			
3) Adopt and follow a written process to select a board to act on behalf of the Continuum of Care. The process must be reviewed, updated, and approved by the Continuum at least once every five years.	Approves	Consults		Executes			
4) Appoint additional committees, subcommittees, or workgroups.	Approves	Consults					
5) In consultation with the collaborative applicant and the Homeless Management Information System (HMIS) lead develop, follow, and update annually a governance charter, code of conduct, and recusal process for the board, its chair(s), and any person acting on behalf of the board.	Approves	Consults		Consults		Consults	
6) Establish LA CoC project performance targets appropriate for population and LA CoC component type in consultation with Emergency Solution Grant (ESG) recipients and subrecipients.		Consults	Approves	Consults			Executes

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Los Angeles Continuum of Care Responsibilities	LA CoC General Membership	LA CoC Board	LAHSA Commission*	Collaborative Applicant	LA County CES Policy Council	HMIS Lead	CES Management Entity
7) Monitor LA CoC and ESG recipients and subrecipients performance, evaluate outcomes and recommend actions to approve work of underperformers.				Executes		Executes	
8) Report to HUD results of LA CoC and ESG recipients and subrecipients performance and outcomes.				Executes		Executes	Executes
9) Establish policies for a centralized or coordinated entry system (CES) in consultation with recipients of ESG funds (i.e., CES policy oversight entity).			Approves		Consults		Executes
10) Establish guidance for a centralized or coordinated entry system (CES) in consultation with recipients of ESG funds.					Approves		Executes
11) Establish procedures for a centralized or coordinated entry system (CES) in consultation with recipients of ESG funds.					Consults		Executes
12) Operate a CES in consultation with recipients of ESG funds (i.e., CES management entity).							Executes
13) Establish and follow written standards for providing LA CoC assistance in consultation with recipients of ESG funds.		Consults	Approves	Consults	Consults		Executes

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Los Angeles Continuum of Care Responsibilities	LA CoC General Membership	LA CoC Board	LAHSA Commission*	Collaborative Applicant	LA County CES Policy Council	HMIS Lead	CES Management Entity
14) Designate a single Homeless Management Information System (HMIS) for the LA CoC geographic area and designate an eligible vendor to manage its HMIS.		Approves				Executes	
15) Review, revise, and approve privacy, security, and data quality plans for the HMIS.		Approves				Executes	
16) Ensure consistent participation of recipients/subrecipients in HMIS.		Approves				Executes	
17) Ensure that the HMIS is administered in compliance with HUD requirements.		Approves				Executes	
18) Develop a plan that coordinates implementation of a housing and service system for persons experiencing a housing crisis.		Approves		Consults	Consults	Consults	Executes
19) Conduct, at least biennially, a Point-in-Time (PIT) count of homeless persons that meets HUD's requirements.				Executes			
20) Conduct an annual gaps analysis of homeless needs and services.				Executes			
21) Provide information required to complete the Consolidated Plan(s).				Executes			
22) Consult with State and local ESG recipients in the geographic area on the plan for allocating ESG funds and reporting/evaluating performance of ESG programs.				Executes			

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Los Angeles Continuum of Care Responsibilities	LA CoC General Membership	LA CoC Board	LAHSA Commission*	Collaborative Applicant	LA County CES Policy Council	HMIS Lead	CES Management Entity
23) Develop the emergency transfer plan in accordance with the Violence Against Women Act for the Continuum of Care.		Approves			Consults		Executes
24) Design, operate and follow a collaborative process for the development of applications and approve submission of applications in response to a LA CoC Program Notice of Funding Opportunity (NOFO).		Consults	Approves	Executes			
25) Establish priorities for funding projects.		Consults	Approves	Executes			
26) Designate a Collaborative Applicant to submit the LA CoC Program NOFO application on behalf of the LA CoC membership	Approves	Consults					
27) Establish an appeals and grievance process to consider and resolve conflicts arising from LA CoC Program allocation decisions.		Approves		Executes			

*In the event that the CoC delegates a new collaborative applicant or CES management entity, the LAHSA Commission roles will be delegated to the CoC Board and CES Policy Council as indicated in the Charter.

*** ***Definition of Approves, Executes, and Consults roles:***

Approves – Entity is designated to approve the listed policy or decision, on behalf of the CoC's General Membership.
Executes – Entity is designated to perform, coordinate, and/or manage the listed activity, on behalf of the CoC's General Membership.
Consults – Entity is designated to provide feedback and inform decision-making on the listed activity.

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Appendix B: Los Angeles Continuum of Care Board Selection and Recusal Process

LA CoC Board Selection Process

The LA CoC Board shall be comprised of twenty (21) individuals interested in the development and coordination of the homeless crisis response system in Los Angeles County (excluding Glendale, Long Beach, and Pasadena), through a nominating and/or election process managed by LAHSA. Membership shall include the following elected, appointed, and *ex officio* members:

a. Eight (8) elected members from each of the eight (8) Service Planning Areas (SPAs);
b. Eight (8) *ex officio* system partner members appointed by relevant designated entities; and
c. Five (5) at-large members appointed by either relevant designated entities or the LA CoC Board.

The LA CoC Board shall, to the greatest extent possible, include a balanced representation from governmental sectors (e.g. City of Los Angeles vs. County of Los Angeles), subpopulation groups (e.g. providers primarily serving families, single adults or youth), CoC component types (e.g. homeless assistance agencies primarily providing emergency shelter, transitional housing, rapid re-housing, permanent supportive housing, or supportive services) and service planning areas throughout the LA CoC.

The LA CoC Board membership shall not have a majority representation of homeless assistance provider at one time. At least three (3) LA CoC Board members shall represent persons with lived experience (as either currently experiencing homelessness or having formerly experienced homelessness) each representing one of the three main populations in the LA County Coordinated Entry System:

- Adults (18+)
- Families (households with a child under age 18)
- Youth (18-24)

SPA Representative Member Selection

Eight (8) SPA representatives will be selected by each of the eight SPAs through a public election process managed by LAHSA following an open solicitation and application process. SPA representative members shall represent any of the following constituent groups:

- Providers of housing and services for persons experiencing a housing crisis (services may include case management, housing location assistance, support in increasing income, applying for public benefits, etc.)
- Homeless or formerly homeless individuals and families
- Non-profit organizations representing veterans and individuals with disabilities
- Victim service providers, providing specialized services and advocacy to persons fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking, and human trafficking

All CoC Board members representing a specific SPA shall demonstrate familiarity with the SPA they represent. Evidence of familiarity may include living or being employed in the SPA they represent during the period of active membership on the CoC Board.

System Partners Representative Member Selection

Eight (8) *ex officio* system partner representatives will be appointed by relevant entities of designation and shall represent each of the following constituent groups:

- City of Los Angeles: Process TBD
- County of Los Angeles Department of Health Services: Appointed by the Director of Health Services

- County of Los Angeles Department of Mental Health: Appointed by the Director of Mental Health
- County of Los Angeles Chief Executive Office Homeless Initiative: Appointed by the Executive Director
- Educational Entities: Appointed by Los Angeles County Office of Education
- Housing Authority of the City of Los Angeles: Appointed by the Chief Executive Officer/President
- Los Angeles County Development Authority: Appointed by the Executive Director
- Los Angeles Homeless Services Authority: Appointed by the Executive Director

At-Large Member Selection

There shall be five (5) at-large representatives. One (1) of the five (5) at-large representatives shall represent:

- American Indian/Alaska Native Population: Appointed by the Los Angeles City/County Native American Indian Commission

Four (4) of the at-large representative members shall represent any of the following constituent groups (not exhaustive), to be appointed by the LA CoC Board following an open solicitation and application process managed by LAHSA:

- Faith-based organizations
- Public housing agencies
- Advocates
- People with lived experience
- Mental health agencies
- School districts
- Hospitals or other federally qualified health centers
- Universities
- Affordable housing developers
- Law enforcement
- Representatives of business and financial institutions
- Representatives of private foundations and funding organizations
- Rental property owners and managers
- Victim service providers, providing specialized services and advocacy to persons fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking, and human trafficking

Term Limits

LA CoC Board members shall serve a three-year term. Terms are renewable. After serving two consecutive terms, members shall be restricted from serving additional future terms until after an inactive period (i.e., not serving as a Board member) for three consecutive years.

LA CoC Board Recusal Process

All LA CoC Board members, including the board chair(s), who are affiliated with, or representatives of, organizations seeking, or considering seeking, funds under the endorsement of the LA CoC, must adhere to the following:

a. Member shall disclose to the LA CoC Board any conflict or appearance of conflict which may or could be reasonably known to exist.
b. Member shall not vote on any item that would create a conflict or appearance of conflict.
c. Member shall not participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents.

d. Member shall not lobby or seek information from any other member of the LA CoC Board if such action would create a conflict or the appearance of a conflict.

Appendix C: Los Angeles County Coordinated Entry System Policy Council Selection Process

The Los Angeles County (LA County) Coordinated Entry System (CES) Policy Council shall be comprised of twenty-five (25) individuals interested in the development and coordination of the policies and guidance used across the homeless service system in Los Angeles County, including the Los Angeles, Glendale, Long Beach, and Pasadena Continuums of Care (CoC)), through a nominating and/or election process managed by the Los Angeles Homeless Services Authority (LAHSA). Membership shall include the following elected and appointed ex officio members:

a. Six (6) elected members from the community of homeless services providers;
b. Four (4) *ex officio* members appointed from each of the continuums of care in LA County;
c. Nine (9) *ex officio* system partner members appointed by relevant public entities;
d. Six (6) *ex officio* members representing other vital system partners, as elected, or appointed by their community bodies, including one (1) seat for a LAHSA Lived Experience Advisory Board (LEAB) member and one (1) seat for a Homeless Youth Forum of Los Angeles (HYFLA) member.

The CES Policy Council shall, to the greatest extent possible, include a balanced representation from governmental sectors (e.g., City of Los Angeles vs. County of Los Angeles), subpopulation groups (e.g., providers primarily serving families, single adults, or youth), and system partners providing similar services and/or working in adjacent systems of care.

A. Homeless Service Provider Member Selection

Six (6) representatives from homeless service providers will be selected by an election process. Three (3) seats shall be designated for a CES Lead Agency, with each seat representing an agency that has been contracted to provide CES Regional Coordination for a population system. Each representative shall be a leadership staff nominated and voted upon by the eight CES lead agencies for the respective population. Three (3) seats shall be designated for non-CES Lead Agency homeless service providers, with each representative selected through a public election process managed by LAHSA following an open solicitation and application process. All six (6) homeless service provider members shall represent the following constituent groups:

- One (1) agency representing the Adult CES Lead Agencies, and appointed by the group of CES Adult Lead Agencies
- One (1) agency representing the Youth CES Lead Agencies, and appointed by the group of CES Youth Lead Agencies

- One (1) agency representing the Family CES Lead Agencies, and appointed by the group of CES Family Lead Agencies
- Three (3) homeless services providers who are non-CES-lead agencies in their respective population, to be appointed by the CES Policy Council following an open solicitation and application process

All CES Policy Council members representing a specific population system shall demonstrate familiarity with the population they represent. Evidence of familiarity may include being employed by a homeless service provider serving that population during the period of active membership on the CES Policy Council.

B. Continuum of Care (CoC) Representative Member Selection

Four (4) *ex officio* system partner representatives will be appointed by relevant entities of designation and shall represent each of the following constituent groups:

- Glendale Continuum of Care: Appointed by the City of Glendale
- Long Beach Continuum of Care: Appointed by the City of Long Beach
- Los Angeles Continuum of Care: Appointed by the Chief Executive Officer of the Los Angeles Homeless Services Authority
- Pasadena Continuum of Care: Appointed by the City of Pasadena

C. Public Entity Representative Member Selection

Nine (9) *ex officio* system partner representatives will be appointed by relevant entities of designation and shall represent each of the following constituent groups:

- County of Los Angeles Department of Health Services: Appointed by the Director of Health Services
- County of Los Angeles Department of Mental Health: Appointed by the Director of Mental Health
- County of Los Angeles Department of Children and Family Services: Appointed by the Director of Children and Family Services
- County of Los Angeles Department of Public and Social Services: Appointed by the Director of Public and Social Services
- City of Los Angeles Housing Department: Appointed by the General Manager of the Housing Department
- U.S. Department of Veteran Affairs: Appointed by the Veteran's Affairs of Greater Los Angeles
- Housing Authority of the City of Los Angeles: Appointed by the Chief Executive Officer/President
- Los Angeles County Development Authority: Appointed by the Executive Director
- One seat to represent the 12 smaller public housing authorities within LA County (Baldwin Park, Burbank, Compton, Hawthorne, Inglewood, Norwalk, Pasadena, Pomona, Redondo Beach, Santa Monica, Torrance, and South Gate): Appointed by the housing authorities

D. System Partner Member Selection

Six (6) *ex officio* system partner members shall represent the following constituent groups, as appointed by their relevant community bodies:

- LAHSA Lived Experience Advisory Board (LEAB): Appointed by the members of LEAB
- Homeless Youth Forum of Los Angeles (HYFLA): Appointed by the members of HYFLA
- Domestic Violence Community: Appointed by the Domestic Violence Homeless Services Coalition

- Housing Developer Community: Appointed by the PSH Advisory Council
- Philanthropic Community: Appointed by Funders Together to End Homelessness
- United Way: Appointed by the United Way of Greater Los Angeles

Term Limits and Vacancies

A. LA County CES Policy Council members shall serve a three (3) year term.

B. Terms shall be staggered such that in any one year there will never be a majority of Council members whose terms expire. Upon approval of the bylaws, terms shall be staggered per a selection process decided by the Council as follows:

- Year one: Two (2) Homeless Service Providers, one (1) CoC Representative, three (3) Public Entity, and Two (2) System Partner seats
- Year two: Two (2) Homeless Service Providers, two (2) CoC Representative, three (3) Public Entity, and Two (2) System Partner seats
- Year three: Two (2) Homeless Service Providers, one (1) CoC Representative, three (3) Public Entity, and Two (2) System Partner seats.

C. Terms are renewable. After serving two consecutive terms, Council members must take an inactive period of three (3) years before becoming eligible to serve additional terms.

D. The appointing stakeholder group (as referenced above) may seek a waiver of term limits based on circumstantial necessity (e.g., limited availability of another appointee by an appointing entity). Waiver requests must be submitted in writing at least 60 days prior to the end of a member's second term and delivered to the principal officers of the Council. CES Policy Council can approve a waiver of term limits by a simple majority vote at a regular meeting.

E. Vacancies shall be filled in accordance with the selection process for the respective member seat.

Appendix D: Los Angeles Continuum of Care Code of Conduct

The LA CoC Code of Conduct represents the CoC's commitment to high standards. The following standards should be regarded as minimum expectations for conduct. LA CoC members, and those conducting official business on behalf of the LA CoC, will act in accordance with and maintain the highest standards of professional integrity, impartiality, diligence, creativity, and productivity. LA CoC business will be conducted in a manner that reflects the highest standards and in accordance with federal, state, and local laws and regulations.

1. Compliance with Policies

Members will conduct the LA CoC business in accordance with respective bylaws (where applicable) and conflict of interest policies.

2. Confidentiality

Members must maintain the highest standards of confidentiality regarding information obtained directly or indirectly through their involvement with the LA CoC. This includes but is not limited to information about members and their organizations and funded agencies. Members must also avoid inadvertent disclosure of confidential information through casual or public discussion, which may be overheard or misinterpreted.

3. Impartiality

Member agencies shall act impartially and with integrity. Members will:

a. Not knowingly be a party to or condone any illegal or improper activity.
b. Not directly, or indirectly, seek personal gain which would influence, or appear to influence, the conduct of their duties.
c. Not exploit LA CoC professional relationships for personal or financial or professional gain.
d. Be alert to the influences and pressures that interfere with the professional discretion and impartial judgment required for the performance of members.

4. Fraud

The term fraud refers to, but is not limited to: intentionally entering false or erroneous information into electronic software systems; any dishonest or fraudulent act; forgery or alteration of any official document; misappropriation of funds, supplies, or continuum of care materials; improper handling or reporting of money or financial transactions; profiting by self or others as a result of inside knowledge; destruction or intentional disappearance of records, furniture, fixtures, or equipment; accepting or seeking anything of material value from vendors or persons providing services or materials to the continuum of care for personal benefit; or any similar or related irregularities. Fraudulent acts will not be tolerated and may result in termination from LA CoC membership.

5. Gifts or Honoraria

It is not permissible to offer or accept gifts, gratuities, excessive favors, or personal rewards intended to influence the LA CoC's decisions or activities.

6. Harassment

Harassment will not be tolerated and may result in disciplinary measures up to and including removal from LA CoC membership.

7. Laws and Regulations

LA CoC business will be conducted in a manner that reflects the highest standards and in accordance with all federal, state, and local laws and regulations.