



**REQUEST FOR PROPOSALS
TO PROVIDE FOR A
COORDINATED ENTRY OPERATOR
FOR THE NORCAL CONTINUUM OF CARE**

**PROPOSALS DUE:
September 10, 2025 by 10:00 AM Pacific**

Request for Proposals to Provide a Coordinated Entry Operator for the NorCal CoC

Training, Employment and Community Help, Inc. (T.E.A.C.H. Inc.) is seeking proposals, on behalf of the NorCal CoC Executive Board, from qualified applicants to become the Coordinated Entry Operator to serve NorCal CoC geographic area. All proposals will be evaluated on threshold criteria developed by the NorCal CoC as detailed in this Request for Proposals (RFP). The RFP is available on the City of Redding NorCal CoC website:

https://www.cityofredding.gov/government/departments/housing/housing_community_development/norcal_continuum_of_care/index.php

And the T.E.A.C.H. Inc. website: www.teachinc.org
or by contacting Kristen Schreder by email (see below).

The anticipated date of the NorCal CoC Executive Board decision is September 18, 2025. The NorCal CoC Executive Board reserves the right, at its sole discretion, to select none of the proposals submitted.

APPLICATION PROCEDURES AND RESPONSE DEADLINE

- All applications must be submitted electronically via email to kristen@kristenschreder.com on behalf of T.E.A.C.H. Inc.
- All applications are due by **10:00 AM Pacific- WEDNESDAY, SEPTEMBER 10, 2025.**
- Submit all RFP questions to Kristen via email only by 4:00 pm **AUGUST 20, 2025.**

SUBMIT PROPOSALS TO:

Kristen Schreder on behalf of T.E.A.C.H. Inc.
Email: kristen@kristenschreder.com

1. Project Review and Scoring

Applicants be sure to include in their proposal the answers to questions listed in Exhibit A. Applications will be scored and ranked by the NorCal CoC Executive Board using the rating and ranking tool in Exhibit B,

2. Rankings and Executive Board Approval

Following the NorCal CoC's Executive Board's rating ranking process, it will determine the most qualified based upon the Evaluation Criteria set forth.

3. Estimated Timeline

The following schedule of events will be followed to the extent achievable; however, T.E.A.C.H. Inc. reserves the right to adjust or make changes to the schedule as needed.

Date	Activity
8/15/25	Release of Request for Proposals (RFP)
8/20/25	Deadline to Submit Questions
8/25/25	Optional Bidders Conference 1pm pacific (Zoom link upon request to Kristen Schreder)
9/10/25	Submission of Proposals due by 10:00 am Pacific
9/10/25 to 9/15/25	T.EA.CH. Inc. as Administrative Entity to review proposals for presentation to the Executive Board
9/18/25	Executive Board meets to discuss proposals, obtain clarification from applicants and approve applicant selection
9/19/25	Professional Service Agreement Start Date
7/16/26	Coordinated Entry Operator performance evaluation discussion by Executive Board

4. Overview

The Continuum of Care program is authorized by subtitle C of title IV of the McKinney-Vento Homeless Assistance Act (42 U.S.C 11381-113890) to promote communitywide commitment to the goal of ending homelessness.

The NorCal Continuum of Care (NorCal CoC) was created in response to the McKinney-Vento Homeless Assistance Act and 24 CFR 578.5(a) and was established with representatives from organizations within a seven counties region including the county governments of Del Norte, Lassen, Modoc, Plumas, Shasta, Sierra, and Siskiyou as well as nonprofit homeless assistance providers, victim service providers, faith-based organizations, local governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement and organizations that serve veterans and homeless and formerly homeless individuals.

5. NorCal CoC Executive Board

The full membership of the NorCal CoC established an Executive Board pursuant to 24 CFR 578.5(b) to act on behalf of the NorCal CoC. The NorCal CoC Executive Board designated T.E.A.C.H. Inc. as its Administrative Entity (AE) on June 26, 2025 to enter into contracts and manage grant funding on its behalf;

The NorCal CoC Executive Board approved the 2023-2025 CoC Executive Board Budget and Funding Plan at its March 7, 2024 meeting, which included HUD Coordinated Entry (CE) grant funding and match, CA Homeless, Housing, Assistance and Prevention (HHAP) Rounds 3, 4 and 5 funds, which are contributed by the NorCal CoC County Governments and CoC Advisory allocations to provide funding for the CE Operator through calendar year 2025 and additionally through September 18, 2026

6. Background

Provisions of HUD's Continuum of Care (CoC) Program and Emergency Solutions Grant (ESG) Program interim rules require that all CoCs establish a coordinated entry system (CE).

The CE represents a CoC-wide process for management of a By-Name List that identifies all homeless households through various system access points and outreach, assesses the living situations, vulnerabilities and needs of persons experiencing homelessness, streamlines the connection of homeless persons to the most appropriate and available housing and services based on client needs and preferences. The CE will ensure that scarce available housing resources in the region are prioritized/offered to households that are homeless the longest with the most severe service needs, using a client-centered approach, as well as target designated resources to those actively fleeing domestic violence and youth.

The NorCal CoC will adopt all requirements of the *CoC Interim Rule 24 CFR 578.7(a)(8)*, and additional requirements outlined in *HUD Notice CPD-17-01*. As approved by the CoC Executive Board, T.E.A.C.H. Inc. on behalf of the NorCal CoC, will act as the CE management entity, including the assessment of presenting homeless and at-risk persons and coordination of referrals to CoC-funded, ESG-funded programs, and other housing alternatives and supports based on prioritization, eligibility and client needs and preferences.

7. Coordinated Entry Operator Scope of Work

The CoC Executive Board designates an entity to serve as the Coordinated Entry Operator in compliance with requirements prescribed by HUD. The role of the Coordinated Entry Operator includes, but is not limited the following:

The selected Respondent will be required to perform the following Coordinated Entry Operator's roles and responsibilities:

A. Coordinated Entry – System Administration

- Establish clearly written policies and procedures with program eligibility requirements and update annually as directed by HUD policy
- Review and update standardized assessment and prioritization processes
- Manage an eligibility determination appeals process in compliance with Coordinated Entry Policies
- Identify roles and responsibilities for CE program operation
- Create and widely disseminate materials to market services available through the Coordinated Entry System
- Establish and Track Project Milestones

B. Training and Technical Support

- Provide trainings (required annually by HUD) on the CE, including Assessment Tool Administration, Trauma Informed Care, housing referrals, case conferencing and onboarding for all new participating agency staff in CE
- Provide technical assistance and training to CES user agencies

- Provide feedback to CoC on how to better serve homeless households through the CES, including but not limited to CoC focus group participation;
- Resolve any errors regarding referrals or admissions in a timely manner;
- Provide Prompt Help Desk Support
- Provide Policies and Procedures Training
- Periodically evaluate efforts to ensure that Coordinated Entry is functioning as intended

C. Reporting

- Ensure the HUD required CE - data elements are included in assessments in order to generate the CE APR.
- Monitor the CE APR for data quality issues, notify end user agency about needed corrections
- Ensure that pertinent information is entered into HMIS for monitoring and tracking the process of referrals including completion of assessments
- Design and execute ongoing quality control activities to ensure clarity, transparency, and consistency in order to remain accountable to clients, referral sources, and homeless service providers throughout the coordinated entry process
- Create data management reports for required CE data elements
- Ensure client confidentiality, in accordance with all Federal and State regulations and in accordance with the HMIS Privacy and Security standards adopted by the NorCal CoC
- Provide reports as requested by the Administrative Entity, Advisory Boards or Executive Board

8. Term

The term of service for the HMIS System Administrator shall be 1 (one) year, September 19, 2025 to September 18, 2026 as the Executive Board has budgeted funding for this time period.

There is a potential for an extension subject to a review of the performance Coordinated Entry System Administrator and Executive Board identification of funding sources beyond September 18, 2026.

9. Additional Information

The current Coordinated Entry Assessments are the VI-SPDAT tools. The NorCal CoC intends to explore and update the assessments tools and approaches in the next federal fiscal year. At the current time there are approximately 2,500 households incorporated on the CE By-Name-List, however the list needs updating and would be part of the Contractor's workscope.

In April 2025 the NorCal CoC approved a proposal from the Institute for Community Alliances (ICA) for HMIS Technical Assistance and System Administrator Training. An HMIS Assessment was also included as required by the NorCal CoC Governance Charter.

The HMIS Assessment was completed on August 1, 2025. The NorCal CoC Executive Board approved acceptance of the Assessment at their August 13, 2025 meeting. (Attached) The Executive Board also voted on August 13, 2025 to solicit for a CE Operator and approved the Request for Proposals.

Exhibit A

NorCal CoC Coordinated Entry Operator Application

	Component	Explanation
1	Experience	Provide a description of your experience and qualifications to serve as the CoC Coordinated Entry Operator including but not limited to the following described in the Scope of Work. <ol style="list-style-type: none">1. Coordinated Entry System – System Administration2. Training and Technical Support3. Reporting as determined by the CES Committee and approved by the NorCal Executive Board4. Customized Reporting for CoC-level performance as well as county-level breakout
2	Organizational Capacity	Provide a description of your capacity and readiness to support the NorCal CoC as the Coordinated Entry Operator and describe your approach to transitioning from the current Operator (if needed).
3	Program Design	Provide a detailed description of the proposed Coordinated Entry Operator activities, including responsibilities listed in the Scope of Work above.
4	Impact and Effectiveness	Provide a detailed plan for measuring and evaluating how the Coordinated Entry Operator plans to support the CE and reporting as required by regulations and in support of the NorCal CoC.
5	Budget	Provide in detail how your organization will account for the cost of the services and what activities the funds will support. <ol style="list-style-type: none">A. Proposed staffing, description of roles, the FTE dedicated to CE and include hourly ratesB. Breakdown of ongoing training, description and costsC. Breakdown of facilities costs, amount of sq ft. and rental costs (other indirect)

Exhibit B

NorCal CoC Coordinated Entry Operator

Rating and Ranking Criteria

	Component	Explanation	Points
1	Experience	<p>Applicant has experience and qualifications to serve as the Coordinated Entry Operator including but not limited to the following:</p> <ol style="list-style-type: none"> 1. Coordinated Entry System - System Administration 2. Training and Technical Support 3. Reporting as determined by the CES Committee and approved by the Executive Board 4. Customized Reporting for CoC-level performance as well as county-level breakouts 	20
2	Organizational Capacity	Applicant has the capacity and readiness to support the NorCal CoC as the Coordinated Entry Operator Applicant provided plan for transition from current Coordinated Entry Operator including activities and timelines (if needed).	15
3	Program Design	Applicant provided a detailed description of the proposed Coordinated Entry Operator activities, including but not limited to the Scope of Work.	30
4	Impact and Effectiveness	Applicant provided a detailed plan for measuring and evaluating how the Coordinated Entry Operator plans to support the CE and Reporting as required by regulations and in support of the NorCal CoC.	20
5	Budget	<p>Applicant provided in detail how their organization will account for the cost of the services and what activities the funds will support.</p> <ol style="list-style-type: none"> A. Proposed staffing, description of roles, the FTE dedicated to CE and include hourly rates B. Breakdown of ongoing training, description and costs C. Breakdown of Facilities costs, amount of sq ft. and rental costs 	15
		Total Points	100



HMIS ASSESSMENT

ASSESSMENT CONDUCTED MAY – JULY 2025

ABSTRACT This report details the HMIS assessment conducted by Institute for Community Alliances for NorCal CoC (CA-516). The assessment is a component of a broader HMIS technical assistance engagement requested by the City of Redding and NorCal CoC.

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SUMMARY

Institute for Community Alliances (ICA) conducted a Homeless Management Information System (HMIS) Assessment as a component of an HMIS Technical Assistance Engagement requested by the NorCal Continuum of Care and the City of Redding in partnership with the United Way of Northern California (UWNC). Multiple dimensions of the HMIS implementation were reviewed during the assessment, including a technical review of the Community Services HMIS configuration, implementation data quality, state and federal reporting capacity, training materials and information collected during CoC and HMIS staff interactions.

The City of Redding serves as the Continuum of Care Lead Agency for Shasta, Lassen, Plumas, Sierra, Siskiyou, Del Norte, and Modoc Counties. UWNC is the designated HMIS Lead Agency. The HMIS implementation is governed by a Governance Committee via By-Laws and Policies & Procedures. The current software vendor is WellSky, and the implementation uses Community Services software (formerly known as ServicePoint). UWNC is responsible for the CoC approved HMIS software vendor contract. Community Services is provided as Software as a Service (SaaS), therefore WellSky is responsible for a sizable portion of HUD required Technical and Security Standards for HMIS.

UWNC was designated as the HMIS Lead (also referred to as HMIS SA in MOU) approximately 18 months ago (January 1, 2024). Shasta County Health and Human Services Agency provided HMIS SA services prior to UWNC.

This assessment addresses governance, system configurations, visibility, data quality and training. Areas of improvement, feedback and recommendations are identified within the respective areas within the Tables throughout the report. There are also database limitations and enhancement requests that should be directed to the HMIS vendor included.

Key recommendations identified in the report include CoC Leadership support for the HMIS Lead Governance structure and HMIS tasks and activities:

COC LEADERSHIP

1. Establish charters for the Regional Advisory Boards and HMIS/Coordinated Entry Committee, including roles and responsibilities and decision making structures for the HMIS Lead within each committee.
2. Support and monitor HMIS Lead project planning to ensure transparency and accountability.

HMIS LEAD

3. As federal funding and data driven decision making and funding become urgent requirements, it is critical to align HMIS Lead Agency staffing to ensure adequate coverage of all duties.
4. Finalize and deliver updated, local HMIS training materials to end users.
5. Prioritize HMIS database clean up and maintenance of client and provider records to ensure accuracy and reliability of HMIS. Agency engagement is essential to achieve this goal!
6. Configure HMIS assessments to align with project specific workflows and required data elements.
7. Implement data quality improvement processes, including benchmarking current data quality and setting target goals to improve data quality.

SYSTEM ADMINISTRATION

STAFFING

UWNC's HMIS staff roles are outlined in their contract with the City of Redding. The contract lists an HMIS Senior Specialist, CE Specialist, Program Manager, Senior Director of Programs and a Program Analyst. Staffing time allocations are not included in the budget exhibit. UWNC reported staff hiring was delayed from the initial contract start date due to contracting and funding. The first eight months of the transition were managed by 1 FTE system administrator and a part-time program manager.

UWNC has been working to hire and onboard the full staffing allocations in the contract. One newly hired staff member was in the process of onboarding during the assessment period. The four existing staff have been cross training to support all of the required HMIS Lead roles and responsibilities, including Coordinated Entry, with a goal to hire a full-time position dedicated to Coordinated Entry.

Table 1 - Staffing Recommendations

Staffing	Feedback/Action Items
Roles and Responsibilities	Review HMIS Staffing Toolkit. ¹ Identify roles and responsibilities for each staff member to ensure adequate coverage of all duties, including considerations for balancing meeting participation, travel time, helpdesk, system maintenance, growth, and reporting.
Allocations	Identify staffing allocations for UWNC staffing in MOU.

SUPPORT

The HMIS Policy and Procedures clearly identify the HMIS email and process to request end user support. UWNC staff interviews during the assessment indicated positive relationships with the majority of their end users and a commitment to HMIS improvement. The team also shared that engagement is an ongoing effort with regional partners. HMIS Office Hours are also available via a booking link on the website.

UWNC is in the process of creating a more robust tasking or ticketing system to track the types of help desk requests and volume of support through the email system. The team estimated an average of 15-20 emails to the HMIS email daily. This volume expectedly increases during grant and federal reporting cycles. As the HMIS team expands to full capacity, the ability to track and prioritize inbound support requests is important to managing support requests.

Table 2 - Support Enhancements

Support	Feedback/Action Items
Tasking	Create an email tasking system or explore helpdesk software to organize and prioritize incoming requests and projects.

¹ [HMIS-Staffing-and-Resourcing-Toolkit.pdf](#)

Support	Feedback/Action Items
User Engagement and Satisfaction	Identify Counties or Agencies with low engagement for targeted technical assistance with both the CoC and the HMIS Leads. Conduct end user satisfaction surveys to identify support needs with HMIS Lead and software. ²

TRAINING

UWNC currently utilizes the WellSky LMS system for new end user training. Local, CoC specific end user training is under development as part of an active HUD TA engagement. Draft materials were reviewed as part of the assessment. The new materials provide an overview of the local CoC and HMIS Governance structure, an HMIS overview, security and privacy training, WellSky Community Services software training, HMIS Data Standards training and training for specific project types. This new module meets the criteria for new end user training and onboarding.

The HMIS Policies and Procedures outline quarterly training opportunities for new users, refresher training and reports training, including data clean-up. A portion of the new end user training is on demand with the vendor. This End User Training section should be updated to align with current practices. Additional training and support opportunities that are beneficial in HMIS implementation were not identified in the Policy and Procedures are listed in the table below.

Table 3 – Training Enhancements

Training Type	Frequency (pending format)
System Administrator	Onboarding, ad hoc (continuing education), annual vendor conferences, bi-annual NHSDC offerings, HUD On-Demand Trainings.
Agency Administrator/ HMIS Agency Leads	Roles and Responsibilities, including visibility training for limited sharing and access restrictions, required for new agency administrators.
Project Type/ Workflow Specific (PATH, RHY, ES Shelter module, Street Outreach, etc.)	Monthly, rotating schedules, on demand.
SAP Business Objects Training	As needed, on demand.

² [HMIS Customer Satisfaction Survey Example.docx](#)

POLICY AND GOVERNANCE: HMIS POLICY AND POLICES AND PROCEDURES

NorCal, in accordance with HMIS and CoC best practices, has published HMIS Policies and Procedures. The document was last updated in March 2024. The document is comprehensive and includes expected and relevant content for HMIS Lead operations.

HMIS COMMITTEE

The HMIS Committee supports HMIS Lead governance and operations. This committee ensures both HMIS Lead and Participating Agency compliance with HMIS requirements. The HMIS Committee is expected to meet quarterly and follow the Brown Act. Participating Agencies may submit requests for updates to policies and procedures via this committee.

Note: HMIS Committee members are designated by regional Advisory Boards. In the Governance Charter, it states that committees make recommendations to the Advisory Boards.

Table 4 – HMIS Policy and Procedures Updates

HMIS Policies and Procedures	Feedback/Action Items
Operational Updates	The key recommendation is to update the HMIS Policy and Procedures with current HMIS Lead operations. It has been 18 months since the last approval. The HMIS Lead has been building capacity and autonomy since their designation on January 1, 2024.
HMIS Committee and Advisory Board	Creating charters and/or procedures for how committees and the advisory boards interact with regard to HMIS Governance will provide clarity on the HMIS Lead Role within each of these structures.
HMIS End User Allocation	Add license allocation process (i.e., 2 per funded agency) to the HMIS Policies and Procedures, including options to purchase additional licenses, if applicable.

POLICY AND GOVERNANCE: PRIVACY AND SECURITY

The HMIS Policies and Procedures include a Privacy and Security Plan. The plan was last updated in 2021, in accordance with the HMIS Proposed Rule³. The proposed rule is not in effect. However, the baseline elements in the plan correctly cite the most recent 2004 HMIS Technical Standards and incorporate best practices for roles and responsibilities. The key documents relevant to the Privacy Plan include Privacy Notice, Consumer Notice (posting) and Release of Information/Client Consent Form. These three documents are linked to the Policies and Procedures, which are also available online.

³ <https://www.hudexchange.info/resource/1967/hearth-proposed-rule-for-hmis-requirements/>

HMIS CONSUMER NOTICE/MANDATORY COLLECTION NOTICE

The HMIS Consumer Notice/Mandatory Collection Notice posting includes the required data collection language. The notice states that the Privacy Notice is available upon request, however, this is in conflict with also having a signed acknowledgement of the privacy notice. See Table 6 above regarding the privacy notice acknowledgement. The HMIS Monitoring tool includes a review to ensure that the notice is posted at data collection workstations.

HMIS PRIVACY NOTICE

The HMIS Privacy Notice includes permitted uses and disclosures of data, client rights and other required elements of a privacy notice. The Permitted Uses and Disclosures are written in plain language for consumers to easily understand how their information is used for housing and services. HUD published a Privacy and Security Toolkit in 2025,⁴ which reflects best practice recommendations for CoCs to expand their privacy notices to include all of the allowable uses and disclosures of data. Table 5 includes the *required* allowable uses and disclosures from the toolkit, and recommendations to update the current privacy notice to align with HUD's guidance. Table 6 lists the *permitted* allowable uses and disclosures from the toolkit and recommendations to update the current privacy notice to align with HUD's guidance.

Table 5 – Privacy Notice – Required Allowable Uses

REQUIRED USE OR DISCLOSURE	ASSESSMENT	FEEDBACK/ ACTION ITEMS
Client access to their information	Included in client rights in the privacy notice.	N/A
Disclosures for oversight of compliance with HMIS privacy and security standards	The requirement is to provide a copy of the Notice to participants <i>upon request</i> . The current document does include an acknowledgement of receipt, which is beyond the requirement in the standard.	Include uses of this document in Policies and Procedures.
Other uses or disclosures not otherwise listed	This requirement is outlined in the privacy notice.	N/A

⁴ <https://files.hudexchange.info/resources/documents/Privacy-and-Security-Toolkit-HMIS-Data-Uses-and-Disclosures.pdf>

Table 6 – Privacy Notice – Permitted Allowable Uses

PERMITTED USE OR DISCLOSURE	ASSESSMENT	FEEDBACK/ ACTION ITEMS
To provide or coordinate services to an individual.	Included	N/A
For functions related to payment or reimbursement for services	Not included	Add to privacy policy.
To carry out administrative functions, includes, but is not limited to, legal, audit, personnel, oversight, and management functions	Included	N/A
For creating de-identified datasets from Personally Identifiable Information (PII). This means stripping the PII entirely from the records prior to providing information.	Not included explicitly in the privacy notice. Included in the HMIS Client Consent Form.	Align uses privacy notice and the Client Consent Form.
To avert a serious threat to health or safety, including victims of abuse, neglect, or domestic violence	Included	N/A
For research purposes	Included	N/A
For law enforcement purposes.	Not included	Add language to privacy notice with any limitations. In addition, including a requirement that agencies notify the HMIS lead when HMIS data is requested by law enforcement. Legal guidance related to ICE requests should be included in CoC trainings and procedures.

HMIS CONSUMER NOTICE/MANDATORY COLLECTION NOTICE

The HMIS Consumer Notice/Mandatory Collection Notice posting includes the required data collection language. The notice states that the Privacy Notice is available upon request, however, this is in conflict with also having a signed acknowledgement of the privacy notice. See Table 6 above regarding the privacy notice acknowledgement. The HMIS Monitoring tool includes a review to ensure that the notice is posted at data collection workstations.

HMIS RELEASE OF INFORMATION/CLIENT CONSENT FORM

The HMIS Release of Information is a procedural document included in the CoC's privacy practices. The consent form authorizes the release of "confidential information" (CI) to "agencies who have entered into a Data Sharing Agreement" and lists the agencies on the form.

The consent form only provides clients with two options, to enter and share information between participating agencies or to *not consent to the inclusion of confidential information in HMIS*. Agencies **are permitted** to add

client records to HMIS without sharing the information. This guidance is consistent with HUD’s Coordinated Entry Data Management Guide.⁵

Table 7 – Release of Information/Client Consent Recommendations

Release of Information/Client Consent	Feedback/Action Items
Privacy Review	HMIS Privacy should be reviewed annually and approved for the CoC’s HMIS.
HUD Privacy Practices	HUD has evolved its privacy practices to permit uses and disclosures of PII without participant consent, provided that the uses and disclosures are listed in the CoC’s Privacy Notice, if that use or disclosure does not violate other locate, state or federal laws. See Tables 5 and 6 above recommendations for expanding the privacy policy to include all uses and disclosures permitted by HUD.
Update Language	The authorization cites Confidential Information collected in the “the Vulnerability Index.” Clarify that this includes all data collected in HMIS, not just the Coordinated Entry data sets.
Data Sharing Partner List	To minimize the paper and printing associated with this information, a managed list linked to a website is acceptable for this purpose and the list can then be updated as needed.
Data Sharing Options	Add option to consent form to allow clients to be included in HMIS but not shared across CoC Agencies.
Tracking Clients	HMIS Procedures require agencies to keep track of clients that did not participate in HMIS. Review this process and determine if a non-shared data entry method (above) would enhance CoC data sets.

POLICY AND GOVERNANCE: COC GOVERNANCE CHARTERS

The CoC Governance Charter includes key responsibilities assigned to UWNC as the HMIS SA. These HMIS SA responsibilities are further detailed in the scope of work within the contract between the City of Redding and UWNC. Table 8 includes the articulated responsibilities and feedback/action items for the HMIS SA for managing the tasks in the Governance Charter.

⁵ <https://files.hudexchange.info/resources/documents/coordinated-entry-management-and-data-guide.pdf>

Table 8 – SA Scope of Work Review

Governance Charter - HMIS SA Role	Feedback/Action Items
HMIS Software Provider (WellSky) Contract	UWNC staff indicated that HMIS licenses are limited, but that agencies cite lack of licenses as a barrier to accurate and timely HMIS data entry. Follow Rescinding User Access policy to remove inactive users. Add license allocation process (i.e., 2 per funded agency) to the HMIS Policies and Procedures, including options to purchase additional licenses, support data analytics, research and evaluation, if applicable.
Review and revise the HMIS privacy, security, and a data quality plan and present to the CoC Executive Board	There is not a standalone data quality plan, however key components of a data quality plan are present in the HMIS Policies and Procedures. Data quality improvement is not formally addressed in the current documentation. Developing a plan for data quality improvement is a critical step to having accurate and reliable data.
Ensure HMIS software meets the minimum data and technical functionality requirements established by HUD	Issues identified in this assessment can be considered action items for the HMIS Lead and HMIS vendor to ensure compliance with technical requirements and data standards.
Establish, procure, and maintain contracts and End User Agreements with HMIS user agencies as referenced in HMIS Policies and Procedures (Appendix H)	An HMIS End User agreement was executed for access to the HMIS System, and all end users are required to execute this agreement prior to receiving access to HMIS, including needs for data analysis, research and evaluation.
Maintain policies and procedures for HMIS as required by HUD	Policies and procedures should be reviewed and updated at least once annually. Items that are essential for operations or compliance should be presented to HMIS committee and/or advisory boards as informational, as any data standard or technical requirements must be built into policies.
Develop and provide CoC HMIS trainings	Add the development of an annual training plan for review and approval by the CoC to this contract item. Training related to HMIS was under development during the assessment. Finalizing and implementing these training courses is a high priority to ensure consistency of end user onboarding.
Provide technical assistance and training to HMIS service providers	Opportunities for on-site engagements are limited by staffing and regional geography. Virtual engagements should be prioritized as significant travel times impact the availability of HMIS staff.
Develop standard reports and queries of HMIS data	SAP is underutilized as a tool for HMIS management. Training on this tool was identified as a need within technical assistance engagement. Vendor reports and existing reports should be utilized to the extent possible. Several project level management reports were created within the assessment.

Governance Charter - HMIS SA Role	Feedback/Action Items
Implement the Coordinated Entry System	Coordinated Entry review was limited in scope for this assessment, however HMIS staffing resources are allocated for worked dedicated to CE. Coordinated Entry projects, assessments and reports are available in HMIS.
Conduct reports as requested by the Administrative Entity, HMIS contracted agency, Advisory Boards or Executive Board	A report request process should be created to ensure efficient delivery of requested reports, including expected delivery timeframes for delivery.
Report program performance to Administrative Entity	CoC to provide schedule and format for routine metrics to be submitted for review.
In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and operate either a centralized or coordinated assessment system ...	See comment above under Implement Coordinated Entry System.
Ensure the HMIS is administered in compliance with requirements prescribed by HUD	Elements of HMIS Administration should be articulated in Written CoC/ ESG Standards of Care, as created and approved by the CoC (i.e., inactive policy, funding specific requirements). Additional requirements for AB-977 and CA-specific compliance should also be articulated within CoC documentation.
With the approval of the Executive Board, apply for eligible funding	Item not in scope of assessment.

HMIS PROVIDER CONFIGURATION

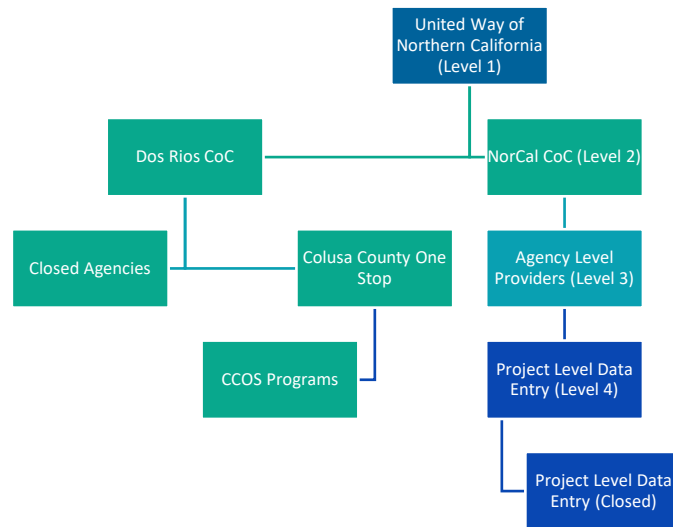
HMIS PROVIDER TREE

WellSky Community Services uses the term “Provider” for the agency or project entities within the HMIS database structure. Providers and their configuration are the structure of the database and must be appropriately configured to ensure compliance with the HUD Data Standards Provider Naming Convention.

The Provider Tree and Level sections below discuss configuration of HMIS providers further. Database maintenance items were identified during the assessment, including closures for inactive project records and exiting inactive clients. Table 9 below includes action items identified in the assessment.

Community Services Providers are created in “levels” in a branch structure in the database. The top of the structure is the Level 1 NorCal CoC UWNC provider. Two CoCs, including NorCal CoC, are Level 2 providers. All agencies and projects operating in the CoC are configured under the NorCal CoC structure appropriately.

Figure 1 – Provider Structure



LEVEL 1 – UNITED WAY OF NORTHERN CALIFORNIA <UWNC>

The HMIS Administrator is the Level 1 provider in the database. Access to this provider is restricted to System Administrators at the CoC. Users at this level will have visibility for all data entered into the agencies and projects within the CoC system, therefore no data should be entered at this provider level.

There was one Agency Project configured in error at this level, Good News Rescue Mission (Agency) and subordinate programs. UNWC staff indicated their awareness of this configuration issue, and a vendor script fixed this issue prior to the completion of the assessment. There are also two WellSky Providers configured at level 1 for testing purposes.

LEVEL 2 – CONTINUUM OF CARE PROVIDERS

Provider three (3), NorCal CoC is the Level 2 CoC “Top Level” Provider. Access to this provider should be restricted to System Administrators and CoC staff only, as users at this level will have visibility for all data entered into the agencies and projects within the CoC.

Provider two (2), The Dos Rios CoC is present in the database, with closed projects from historical data as dependents to the Dos Rios CoC. There is one agency, Colusa County One Stop (Agency) Provider 137, with projects that have not been closed out in HMIS. A project closure checklist was created as part of technical assistance resources to support the final closure of these projects. There are no active agency level users with access to this CoC in HMIS.

LEVEL 3 – AGENCY

The next level of the provider tree structure is Level 3 – Agency Level. There are 127 Level 3 agency providers configured in the system. 51 of the agency level providers are set as “uses ServicePoint” (Community Services). A sizable number of agencies configured do not “use Community Services,” which means that they do not access HMIS for data entry. Some of these records are required for reporting non-HMIS participating agencies and

projects in HUD’s Housing Inventory Count, however, the majority were created as informational only and are not being utilized.

The Level 3 agency provider records include “(Agency)” in the naming convention, which helps with readability and also designates the agency level as the provider where end user accounts should be configured. It is recommended to add the agency acronym prefix to the Level 3 Agency provider as well, as this will further assist with understanding the naming conventions in subordinate, Level 4 data entry projects. See below.

LEVEL 4 - PROJECTS

Under each Level 3 Agency, there are the agency projects for data entry. The project providers are at Level 4. There are 614 total Level 4 providers. 226 of these providers currently have the “uses Community Services” setting, and are also flagged as “Continuum Projects,” which indicates they are homeless services programs in the CoC. These provider naming conventions include the agency’s acronym prefix and are appended with a project type abbreviation in parentheses to assist with readability. Project naming conventions should be consistently configured, with the Agency Name (Acronym)- Project Name – Project Type (ES, SO) – Funding Source – County. Adding funding source and county will benefit the multi-county CoC and the configuration of reporting groups.

PROJECT TYPES

HMIS Project Types are configured according to funder guidance (HUD, AB-977, etc.). There were nine projects assigned “other,” which included the “CM” designation identified during the assessment. ICA recommended these projects be changed to “services-only” projects to avoid confusion and to limit or fully exclude the use of “other” in the database.

UWNC also removed the historical use of the “Safe Haven” project type for victim services providers during the 2025 PIT/HIC submission.

PROJECT DESCRIPTOR DATA ELEMENTS

Compliance management of Community Services includes configurations that are undefined in the HMIS Data Standards within the database. Active HMIS Projects must be configured to include three key check boxes within the database – Uses ServicePoint, Operational, and HUD/HMIS Provider. These designations are used to manage and understand all active projects across the CoC.

Database maintenance issues were identified in Table 9 below. Instructions on how to configure and utilize these settings were provided as part of the assessment and technical assistance, including custom reports to identify and correct any historical configuration issues.

Table 9 - Provider Tree Configuration Tasks

Provider Level	Feedback/Action Items
All Providers	<ul style="list-style-type: none"> Review and update for naming conventions and consistency
Level 1	<ul style="list-style-type: none"> Moved Good News Rescue Mission to a Level 3 Agency Provider. Review SOW and data to ensure that the move configured client data correctly for data sharing.
Level 2	<ul style="list-style-type: none"> Review Dos Rios CoC Agency Provider and close out CoC Agency Provider.
Level 3	<ul style="list-style-type: none"> Database clean-up: Close out clients in Agency level providers, except NorCal Coordinated Entry Provider 144. (12 Providers: 301, 118, 4, 379, 345, 777, 547, 456, 19, 10, 874, 267) Suggestion: add Agency acronym to the Agency level provider for readability
Level 4	<ul style="list-style-type: none"> Ensure all Level 4 project providers that are active in the system are still active in the community. There are 110 Providers in the system with no open entry/exit records.⁶ Seventy-six of the operating start date for these providers are prior to 2024 and need to be closed or have operating start dates changed if funding was not granted. Nine of these providers include “inventory only” tags and therefore no data is expected. Review the providers with the “zzz” designation at the beginning of the project provider name to ensure they are correctly closed out in the system (make sure “uses Community Services” is not selected for any closed project). Database clean-up: Close out client records with providers with an operating end date. (7 Providers: 142, 294, 153, 40, 37, 442, 464) Database clean-up: Close out client records for providers under Dos Rios CoC and End Date Projects (5 Providers: 140, 301, 503, 118) Review bed types and inventory for ES projects. Several beds in the HIC were flagged as “O” for overflow beds, but there are no overflow beds in the projects. Use recommended naming conventions for projects, adding funding source and county to the current configuration.
All Provider Levels	<ul style="list-style-type: none"> Review PDDE Data Quality report and update providers accordingly. Update providers and funding sources to implement a CoC based naming convention. Closed and inactive projects should be updated for clarity. Reference statewide naming conventions for local/private and non-federal funding sources. Include inactive or closed project procedures as part of naming convention.
Project Types	<ul style="list-style-type: none"> Change “Other” Project Type configurations to “Services-Only”
Project Descriptor Data Elements	<ul style="list-style-type: none"> Configure active and inactive projects according to vendor⁷ and funder instructions. Monitor PDDE’s using EVA and SAP custom reports prior to federal report submissions.

⁶ [Provider List Report-Open Clients 7.2.2025.xlsx](#)

⁷ [KBA6131 Deactivate or delete a provider.pdf](#)

ASSESSMENTS

Assessments in HMIS are configured data entry forms that are applied to HMIS Providers for data entry. These assessments must be maintained with the HMIS Data Standards and any locally defined required data elements for the Entry, Interim Review and Exit data collection stages in the client data entry workflow.

UWNC has initiated the process of updating database assessments to align with the data standards. These changes are critical for accurate data collection for different HMIS project types, as defined by the HUD Data Dictionary. Drafts of proposed assessments are available in the live site. UWNC has been actively working with the HMIS Committee to review and approve these changes for future assessments.

Community Services creates HUD Data Standards compliant assessments for local use for providers. It is critical that assessments configured with conditional logic are merged into local, custom assessments to ensure proper formatting and compliance. Examples of the merged assessments are included in data elements 3.917 (Prior Living Situation) and C4 (Translation Assistance Needed). The workflow for merging assessments was identified during the assessment and reviewed for future configurations.

ASSESSMENT DISPLAY

The assessment display for the HUD Entry, HUD Interim Review and HUD Exit locations in provider records was reviewed. A custom report was developed to monitor assessment configuration. Table 10 below includes the assessments found on the HUD Entry location, which is the first data collection stage for enrollments in the data entry workflow.

Table 10 – HMIS Assessment Recommendations

Assessment Name	Description	Recommendations
NorCal Advanced Entry (2024)	<ul style="list-style-type: none"> Utilized as an “all projects” assessment. Assessment includes CE-specific fields. Includes section for SO, CE ES with outreach date of engagement and CLS assessment. Includes 3.917B Prior Living Situation data elements. 	This assessment should not be configured on Entry for any ES, SO as it contains 3.917 B logic, which is for different project types in the database.
NorCal CE Advanced Entry (2024)	<ul style="list-style-type: none"> This assessment includes Coordinated Entry specific questions and the required HUD 	This assessment is configured on non-CE Providers. It should only be used for Coordinated Entry.

Assessment Name	Description	Recommendations
	<p>Universal Data Elements and Project Descriptor Data Elements for all provider types.</p> <ul style="list-style-type: none"> The assessment does not include data elements 4.19 and 4.20, which are required for the CE APR. 	The assessment also needs to be updated to include 4.19 and 4.20 data elements for the CE APR.
NorCal Entry SO/ ES (FY2024)	<ul style="list-style-type: none"> This assessment includes the required Universal Data Elements and Project Descriptor Data Elements for both Emergency Shelter (ES) and Street Outreach (SO) projects. The assessment does not contain labels to differentiate ES from SO requirements. The assessment is not present on all ES and SO projects. 	<p>Ensure that 3.917 A Merge Assessment feature is used when updating or configuring assessments for Street Outreach and Emergency Shelter projects.</p> <p>Consider a separate street outreach assessment to avoid data being committed to Date of Engagement and CLS by ES providers.</p>
VI-SPDAT 2.0	This is the Coordinated Entry assessment required for CE Assessment	This assessment is found configured with multiple providers that are not Coordinated Entry providers. It should be removed to ensure that data for CE is added through the correct workflow.
Incorrect Entry Type – Change to VA	This is a database workaround to direct users who select the incorrect entry type to correct data entry errors.	This is frequent practice in Community Services to support accurate selection of the Entry Type for end users. A request to the vendor to limit the type of worksheet selected by a provider is recommended in order to minimize the need for this workaround.

HMIS DATA STANDARDS COMPLIANCE

The HMIS vendor, WellSky, creates standard assessment questions that must be used for compliance with the federal HMIS Data Standards. Table 11 below includes fields that are non-compliant and features that would better align with the HMIS Data Dictionary logic.

Table 11 – HMIS Vendor Recommendations

Assessment Field	Feedback/Action Items
Housing Move in Date (HMID)	Work with WellSky to create a more robust HMID field, including date validations, project type restrictions and 1:1 relationship to Enrollments.

Assessment Field	Feedback/Action Items
Head of Household	Work with WellSky to create validations on the relationship to head of household fields within enrollments to minimize High Priority errors with these issues.
Duplicate Entries	Work with WellSky to create validations on program enrollments with duplicate and overlapping entries.
Date of Engagement	Work with WellSky to create a more robust Date of Engagement field, including date validations, project type restrictions and 1:1 relationship to Enrollments.
Conditional Logic	Work with WellSky to build more robust conditional logic for dependent fields in data standards (various areas for improvement), i.e., Current Living Situation 4.12.
Sub-Assessment Limitations	Several data collection requirements rely on sub-assessments to collect data, currently, including these datapoints as required in the workflow is not possible.
Data Validation	Aside from required and encouraged fields, the database does not allow administrators to create validations to support data accuracy and consistency (i.e., pop up messages or blockers to force users to review records before saving an enrollment).

VISIBILITY CONFIGURATION

HMIS VISIBILITY POLICY

UWNC Privacy Practices support an open visibility policy. An “open” sharing policy requires Community Services visibility configurations to be set to share with the entire CoC or as Global on the data entry provider pages in HMIS. To review these settings for active HMIS providers, the modified Community Services SAP Gallery report was utilized.

STATIC/DYNAMIC CONFIGURATIONS

Providers are configured to share data using configured visibility settings on both static and dynamic areas of the database. Static database items include the tables and fields in the database that cannot be altered by an HMIS System Administrator (Client, Entry/ Exit, Needs, etc.). Dynamic database items are also known as assessments / data entry screens. These are configured as described in the assessment configuration section of the report. The current, appropriate visibility configuration is the application of the Group: **Global**. This visibility group allows for cross-agency data sharing for all providers in the system. A report of the providers without “Global” configured visibility settings⁸ was created for the assessment. This report should be utilized to ensure that data sharing configurations are accurate for each provider.

The assessment identified providers in the report did not include Global visibility configurations, however they did include the Shasta/ Dos Rios CoC Visibility Group. This was the inherited CoC visibility group configured before the Global data sharing updates were implemented. The Shasta / Dos Rios CoC Visibility Group is

⁸ [127 - ICA Visibility and Deny Settings - Global Not in List Report - v2 516 FILTER.xlsx](#)

configured to include the United Way of Northern California provider (HMIS Lead) and both the NorCal CoC and the Dos Rios CoC. CoC providers included in the report are configured to include all database subordinates (“children”) in the provider structure. This group effectively acts in the same manner as the “Global” visibility group for providers that are correctly created in the database structure.

The Client, Client Demographics, Entry Exit and Need Static tables of the database may also include additional “Agency” visibility groups. These groups will be required if an option to support “non-shared” data entry is added to the current privacy and security policies. The groups would need to be applied to each agency to lock down records to not be shared with the CoC.

Table 12 – HMIS Visibility Configuration

Visibility Configuration	Feedback/Action Items
Visibility Group Changes	Review the visibility report and add Global to providers who should have this included to ensure data sharing is configured correctly on each provider in the CoC.
Agency Groups	Adapt agency data sharing options to privacy policy changes to allow client records to be locked down instead of shared with the CoC.

END USER CONFIGURATION AND MANAGEMENT

USER ROLES AND ACTIVITY

UWNC has a total of 120 user licenses allocated to the CoC, with 102 assigned to users in HMIS. Users are configured with the following roles: Case Manager III, Agency Administrator, and System Administrator II. The majority of the users are assigned Case Manager III access. There are 116 ART Report Viewer Licenses assigned to the CoC, with 61 available for assignment.

UWNC has an HMIS Data correction user configured at the Case Manager III Access Level in the database. This user is not associated with an HMIS User Agreement or named user. System Administrators should use shadow mode and enter data as modes to view and client HMIS. Agency level users should be responsible for all data corrections needed at the client level.

A review of Community Services’ *User Last Login Report* on June 23, 2025, indicated a total of 54 user logins within 0-7 days, 23 within 8-30 days, 7 within 31-60 days, 4 within 61-90 days, 6 within 4-6 months, 4 within 7-12 months, and 4 over 1 year. This report should be utilized to deactivate users who have not logged into the system in alignment with the 90-day inactive user policies and procedures, “Rescinding User Access.”

Table 13 below describes administrative recommendations for user management.

Table 13 – User Management

Feedback/Action Items
<ul style="list-style-type: none"> • Implement “Rescinding User Access” policy under System Security in the UWNC Policy and Procedures. • Run the Wellsky User License Report monthly and contact agencies regarding users who are at risk of deactivation due to more than established days since last login (typically 60 or 90 days). • Add details to inactive usernames who are anticipated to login after a period of leave (this will prevent them from being deleted). • Delete any inactive users who no longer work at agencies to free up licenses for the CoC.

MODULE SETTINGS

Module Settings within the Provider Admin tab will affect the end user experience in Community Services. Module Settings⁹ and their impact on end user data entry should be reviewed to ensure that system users can utilize an efficient client record data entry workflow. A module setting reporting template was provided to review module settings across providers.

EXTERNAL REPORTING

FEDERAL REPORTING

HUD offers several external reporting tools for HMIS and CoC data reporting. A review of HMIS information within these external tools is included in the table below.

Table 14 – External Federal Reporting Tools

Reporting Tools	Assessment
Logitudinal Systems Analysis (LSA)	The 2024 LSA submission flags ¹⁰ were reviewed. The submission was accepted with only 1 error and 11 issues unresolved by the deadline. The error represented 2 clients with a CoC code error. The unresolved issues were utilization flags due to projects being operational but having 0 clients served. These issues can be avoided in the future by changing the operating start dates of projects to match client entry into projects. The notes also included 29 additional resolutions for discrepancies from previously submitted HIC and LSA reports.
Stella - P	Insights and Actions – These insights are related to performance, but in the context of the LSA submission, data quality should be reviewed to ensure that this data is reliable. Given the data quality issues present in EVA, the generated insights ¹¹ are likely impacted by data quality: <ul style="list-style-type: none"> ○ Days Homeless ○ Returns

⁹ [Provider Preferences Admin Module Settings.pdf](#)

¹⁰ [CA-516 Flags Export 44783 2025.07.17 161003 ET.xlsx](#)

¹¹ [insights_actions 44783.xlsx](#)

Reporting Tools	Assessment
	<ul style="list-style-type: none"> ○ Exits
SAGE	A review of the HUD APR Submissions for CoC HMIS funding indicated that the CoC HMIS APR was not submitted on time for the FY 23 Submission. The HMIS Lead should support and facilitate the timely submission of this report to HUD for HMIS funding.
HDX – PIT / HIC	<p>PIT Report Data collection processes included duplication of emergency shelter data in SimTech Solutions Counting US application. HMIS PIT counts¹² do not match the totals entered into HDX¹³ for the submission.</p> <p>Review utilization rates for emergency shelter (accurate inventory, accurate clients) to ensure that HMIS PIT counts are accurate. HMIS counts that do not match the HDX submission will be flagged again in the LSA (see above).</p>
HUD SPM	HUD SPM ¹⁴ data was reviewed. Performance issues in the SPMs are consistent with the data quality issues identified in the HMIS DQ Review below. Specifically, income improvement, exit data for PH and SO.

STATE REPORTING

The HMIS Lead submits quarterly data uploads to the CA-HDIS statewide warehouse. Currently, Cal-ICH provides a limited data quality review for submissions.

Issues with PDDE configurations related to funding sources and grant information were identified during the review. Tools to monitor grant ID configuration¹⁵ were created to support correction of identified issues. Table 15 below was generated from the available data quality dashboard submission. This report includes data from 2016 to current date (March 2025) and has high data quality across reviewed domains.

CA-HDIS and California System Performance Measures have a high impact on funding in the CoC. Issues related to data quality and performance should be prioritized by the HMIS Lead to ensure timely responses and accurate submissions for the quarterly HDIS uploads.

¹² [0630 - Sheltered-Unsheltered PIT 2025 - v32.xlsx](#)

¹³ [raw-hic-data_year-2025_coc-145_target-population-na_2025-07-24_15_56_41.csv_6_41.csv](#)

¹⁴ [SPM Summary Report Template v1.0.3.xlsx](#)SPM Summary Report Template v1.0.3.xlsx

¹⁵ [Provider List Report- HDIS Funding Codes 7.1.2025 .xlsx](#)

Table 15 – CA HDIS Data Quality Review

File Name	Data Element	Client Doesn't Know	Data Not Collected	Response Not Valid	Total Errors	Total Records	Percent Valid
CLIENT.CSV	ALL	240	288	29	506	2,956	99.02%
CURRENTLIVINGSITUATION.CSV	ALL	0	1	0	1	240	100.00%
ENROLLMENT.CSV	ALL	235	487	239	942	4,774	94.99%
EXIT.CSV	ALL	12	157	124	169	1,722	92.80%
FUNDER.CSV	ALL	0	0	5	5	42	88.10%
HEALTHANDDV.CSV	ALL	40	26	0	66	6,714	100.00%
INCOME BENEFITS.CSV	ALL	83	6	289	378	6,714	95.70%
INVENTORY.CSV	ALL	0	0	4	4	241	98.34%
ORGANIZATION.CSV	ALL	0	0	0	0	49	100.00%
PROJECT.CSV	ALL	0	0	1	1	412	99.76%
PROJECTCOC.CSV	ALL	0	0	0	0	355	100.00%
SERVICES.CSV	ALL	0	0	0	0	925	100.00%

LOCAL REPORTING

Regional, county level breakouts were identified as a high priority data requirement of the CoC. Report specifications for county reporting should define a consistent way to break out this data. For example, project level data in HMIS includes a physical address for the primary location of services or residential housing. This address can be used to determine the county in which the data for each HMIS project should be reported. Reporting groups to generate Annual Progress Reports or other HMIS reports can be utilized to group data. Alternatively, client level data is collected in the HMIS enrollment record. This field can also be used to break out data in the HMIS system, as defined in future reporting specifications. Finally, the HMIS vendor has also created a new, “Entry Exit County” field¹⁶ to Community Services. This is an optional field that can be implemented and tied to project stay records that may need a specific geographic location tied to the record that is not already a part of the provider address or county collected in the client assessment.

HMIS DATA QUALITY REVIEW

The NorCal CoC HMIS Policies and Procedures¹⁷ address key components of HMIS data quality. The CoC does not have a standalone Data Quality Plan or a formal Data Quality Management Plan.¹⁸ The Policies and Procedures include core components of HMIS data collection and data quality, including monitoring, timeliness, data completeness, data consistency and data accuracy. The plan sets a data-completeness threshold of 95% for each participating agency. The plan does not specifically address Victim Services Provider programs.

¹⁶ [Community Services 5.15.09 Release Notes.pdf](#)

¹⁷ <https://www.norcalunitedway.org/hmis> (See HMIS Policies and Procedures Link)

¹⁸ <https://files.hudexchange.info/resources/documents/HMIS-Data-Quality-Management-Program.pdf>

Creating a data quality management plan that includes specific guidance on data collection, management and monitoring is recommended. The plan should also include specific improvement metrics in areas where data collection and quality do not meet specified benchmarks.

Full recommendations for the data quality plan and the reviewed data elements are summarized in Table 19. In the sections below, details of the reports reviewed during the assessment are described, and tables that include the data quality results are provided.

PROJECT DESCRIPTOR DATA ELEMENTS

HUD's EVA reporting tool was utilized for the Project Descriptor Data Elements (PDDE) review. All data issues on this report¹⁹ should be corrected. Table 16 below is a summary of the issues.

Table 16 – EVA PDDE Data Quality Issues

Issue	Type	Count
Missing Address	Error	28
Missing Geography Information	High Priority	1
Incorrect CoC in bed inventory	Error	1
Missing RRH Subtype	Error	1
No Inventory Records	Error	40
Operating End precedes Inventory End	Error	5
Bed Type incompatible with Housing Type	Warning	27
Zero Utilization	Warning	14
Project CoC missing bed inventory	Warning	1

HMIS DATA QUALITY BY PROJECT TYPE

To review HMIS project data quality, the HMIS Data Quality Framework report was generated for each project type. The results of this analysis are included in Table 17 below. As noted above, a data quality management plan should be developed to ensure data reliability. Key focus areas for improved data quality include:

- Training and data collection on the Annual Assessment requirement.
- Training on the Current Living Situation requirement for Street Outreach and Coordinated Entry.
- Updates to 3.917 Prior Living Situation and homeless history configurations by project type.
- Updates to Disabling Conditions 3.08 to ensure accurate calculations of Chronic Homeless Status (combined with Q5 Accuracy).

¹⁹ [PDDE Report-2025-07-14.xlsx](#)

Table 17 - Legend

Meets Target	Does not meet target	High Priority Issue – Not nearing targets	N/A
Suggest reviewing targets for project types based on benchmarks – 95% for all UDE’s is high level of data quality and is set for all project types.	Data quality improvement needed, threshold within reach (85-94%)	Resolve issues with providers through training and technical assistance as soon as possible.	Not applicable to project type

Table 17 – HUD DQ Framework – Data Quality Issues

Current Data Quality by Project Type June 2024 – May 2025	CE	HP	ES (E/E)	PSH	OPH	RRH	SO ²⁰	SSO	TH
Completeness: Universal Data Elements (UDEs) Q2 and Q3	86%	93%	88%	96%	93%	83%	92%	86%	83%
Completeness: Disabling Condition (3.08)	90%	100%	92%	99%	93%	96%	89%	91%	95%
Completeness: Program Specific Data Elements (PSDEs) Q4 – Annual Assessment	2%	1%	0%	0%	0%	0%	0%	2%	0%
Completeness: Program Specific Data Elements (PSDEs) Q4 – Destination	76%	99%	93%	50%	93%	95%	78%	82%	84%
Timeliness Q6	Partially in Range	Partially in Range	Partially in Range	Not in Range	Not in Range	Partially in Range	Partially in Range	Partially in Range	Partially in Range
Accuracy – CH Q5	94%	98%	67%	93%	85%	96%	77%	90%	93%
Q7	N/A	N/A	N/A	N/A	N/A	N/A	100%	N/A	N/A

ANNUAL ASSESSMENT REVIEW

As noted in the HMIS Data Quality Review recommendations, annual assessments have not been conducted as expected by providers. The interim assessment in Community Services for collecting the required annual assessment information is configured appropriately in HMIS, however, providers have not been trained to enter this data collection stage on client records. HMIS reports (i.e., System Performance Measures) that include changes or increases in income will have decreased reliability until this data collection is implemented.

CURRENT LIVING SITUATION ASSESSMENTS

Current Living Situation data elements are required for Street Outreach and Coordinated Entry project types. These assessments support “active client” policies and are required for recording contacts within street outreach interactions. The sub-assessment for collecting this required information is configured appropriately in HMIS, however, providers have not been entering this data at the point of occurrence on client records. HMIS

²⁰ For UDE & PSDE Completeness, clients without a Date of Engagement in the period are excluded.

reports (i.e., ESG CAPER) which quantify street outreach activities and active clients will have decreased reliability until this data collection is implemented.

DUPLICATE CLIENTS

Generating an unduplicated client count is a key goal of HMIS Systems. The vendor includes an alphanumeric field, Client Unique ID to identify duplicate clients. A custom report was created to review and resolve duplicate client records. Using Social Security number, 303 client records were identified as “potential duplicates”. Using Client Unique ID, 195 records were identified. These potential duplicates should be merged using the Client Merge feature in the software. This tool limits the ability to merge records that were created with visibility or sharing setting discrepancies. This occurred when the database was configured with multiple CoCs and not shared with the system Globally. When possible, the visibility for these records should be updated and the records should be merged into the current NorCal CoC records to minimize the duplication.

EVA DATA QUALITY REPORT

ICA generated a HUD CSV Export for a full year (6/1/2024 – 06/30/2025) and processed the file in HUD’s EVA data quality tool. Significant issues were discovered in the data quality review for active providers. The highest priority errors for household issues were present in the NorCal 516 Coordinated Entry CE Project Provider. This project also contains 3,451 active records in the database. The EVA export file includes the full details of all issues.²¹ The system summary report is detailed in Table 18 below.

Table 18 – EVA Data Quality Issues

EVA Identified Issue	Priority	Number of Enrollments
No Head of Household	High Priority	291
Duplicate Entries for the same project.	High Priority	143
Too Many Heads of Household	High Priority	40
Missing Relationship to Head of Household	High Priority	136

²¹ [Full Data Quality Report-2025-07-14.xlsx](#)

EVA Identified Issue	Priority	Number of Enrollments
Missing Months or Times Homeless	Error	340
Invalid Move in Date	Error	45
Enrollment Crosses Participating Start	Error	34
Days since most recent CLS	Warning	3921
Invalid Homelessness Start Date	Warning	970

DATA QUALITY RECOMMENDATIONS

As part of the data quality review, assessments and workflows for the projects with the highest errors were reviewed to verify that key data elements were configured and required in the Community Services assessments for the projects. For the top priority errors – *Head of Household records specifically* – the assessments were verified to have the correct HMIS data standard applied and marked as required. **User workflow and data entry errors were identified as the source of the household issues. The HMIS vendor does not have validations in the HMIS software to minimize these end user errors.** Table 19 below includes recommendations for data quality improvement.

Table 19 – Data Quality Recommendations

Data Quality	Feedback/Action Items
Data Quality Procedures	<ul style="list-style-type: none"> Create HMIS data quality procedures to accompany data quality requirements in the Data Quality Plan. Data Quality Plan Template was provided. Train end users on how to run data quality reports and correct errors. Ensure that data quality is included in agency monitoring and that potential consequences are identified throughout agency agreements with key funding agencies. Create improvement plans with target benchmarks and dates to improve the quality and accuracy of HMIS data.
Project Descriptor Data Elements	<ul style="list-style-type: none"> Maintaining Project Descriptor Data Elements (PDDEs) and provider reporting groups is a key component of reporting accuracy.
Assessments	<ul style="list-style-type: none"> Configure project type assessments to limit data collection by HMIS project type.
Training	<ul style="list-style-type: none"> Train coordinated entry end users on household configuration. Train end users on annual assessment requirements. Train street outreach users on Current Living Situation requirements (establish local period for inactivity for street outreach; EVA report default is 90 days)

Data Quality	Feedback/Action Items
Coordinated Entry	<ul style="list-style-type: none"> Review active records in Coordinated Entry project. Exit clients as determined by inactive policies; utilize Current Living Situation or other active client method to manage enrollments. Regional project creation was in progress during the assessment. New CE projects will facilitate data management for coordinated entry. Ensure that HUD required CE -data elements are included in assessments in order to generate the CE APR. Create data management reports for required CE data elements.
Duplicate Clients	<ul style="list-style-type: none"> Review records in the duplicate client report²² and merge duplicate records. Update visibility as needed to resolve data sharing discrepancies that may limit the ability to merge the records.
Housing Move-In Date	<ul style="list-style-type: none"> The EVA report identified invalid housing move-in dates. These should be reviewed to ensure that projects are credited in system performance measures for housing clients. Additionally, an APR including RRH projects was generated. The % of individuals “moved into housing” in Q7a was 50%²³ Q22c also indicates clients exited without move -in. All PH projects should review Housing Move-In Dates to ensure this data element is collected in a timely manner.
Chronic Homeless Calculations	<ul style="list-style-type: none"> Chronic homelessness status is calculated from disability detail and prior living situation information. Table 17- Q5 indicates low data quality for ES and SO for these data points. CE has a 94% rate of completion of these fields. Errors and warnings in EVA include missing data or inaccurate data for the homeless history. Corrections to these issues will support a more accurate calculation of Chronic Homeless Status. Disability

IN CONCLUSION

The Institute for Community Alliances gratefully acknowledges the contributions and cooperation of the UWNC HMIS team in conducting this assessment.

The supporting documents cited within have been provided to UWNC in a SharePoint folder. Please reach out to Amanda Johnson or Tim Danielson for more information related to the documentation cited within this assessment.

²² Report contains PII and is not linked to the assessment for confidentiality.

²³ [FY2024 CoC APR - RRH.pdf](#)

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APPENDIX C - SYSTEM PREFERENCES

Community Services System Preferences globally affect the functionality of the HMIS implementation. Changes to settings within System Preferences must be managed via the HMIS System Administration and/or request to the HMIS software vendor. Tables 20 and 21 below document the current System Preferences as of this assessment and include any discussion or recommendations on the use of additional settings.

Table 20 – SA Managed System Preferences

Setting Name	Current Setting	Discussion and Recommendations
Allow Mass Visibility Updates	Checked – ON	Assists in updating clients with visibility issues. No change.
Use Entry/ Exit Interim and Follow Up Reviews	Checked – ON	HUD Required. No change.
Only the creating provider may change a client's Name and SSN	Unchecked – OFF	Utilizing this setting will create support issues for System Administrators and inadvertently create duplicate clients. No change.
Provider Search Option Preference: Search only primary services	Unchecked – OFF	Affects Resources users only. No change.
Assignable Status of New Taxonomy Terms	Inherit/Top-Level Active	Mostly applicable to 211. Consult for required and custom AIRS taxonomy management.
Show Subsidy question on exit.	Unchecked – OFF	Subsidy information is retired. New HUD exit destinations include subsidy information in picklist options. No change.
Prevent Inactivated Terms from Being Selected as "Services Provided" in Provider Admin	Checked – ON	Consult for required and custom AIRS taxonomy management.
Provider Hover-Over "Full Profile" View	Show Primary Contact Person Info	Affects Resources users. No change.
Sets the default legal adult age for use in reports. (AHAR, ESG CAPER, and CoC APR)	Age 18	No change.
Referrals: Enable Referral Ranking field for Referred to and Referring Providers	Checked – ON	No change.
Referrals: Enable VI-SPDAT Score to be associated with Referrals. (TAY and FSPDAT also included)	Checked – ON	No change.
Referrals: Enable MAP Score to be associated with referrals.	Unchecked – OFF	This is a new assessment created for CE implementation. No change unless directed by CE to change assessment.

Setting Name	Current Setting	Discussion and Recommendations
Eligibility	Poverty Base: 0 Multiplier: 0	Applies to Eligibility only. No change as Eligibility is not used.
Include Contact Personnel information in Iris Provider Export	Checked – ON	Confirm if IRIS export is in this implementation (N/A?)
Allow the selection of multiple providers when adding Releases of Information	Unchecked – OFF	ROI is not used in the security module, although this could be a benefit to large agencies if they enroll clients in multiple programs.
Set default time for Back Date Mode	12:00:00 AM	No change. Training is required for this feature to ensure users understand the timestamp implications in backdate mode.
Inform User of Current System Date When Entering Client Record	Unchecked – OFF	Review. This setting will alert users to the current date, which is helpful if users struggle to back date information in HMIS data entry.
Automatically Exit Back Date Mode When Leaving Client Record	Unchecked – OFF	Review with HMIS. It could benefit users to ensure an appropriate date is selected when entering a client record. It is common to use this setting with “Inform Users of Current System Date” above.
Allow unnamed and anonymous clients to be merged	Unchecked – OFF	Review. Since anonymous clients do not have significant PII, this may not be necessary.
Client Merge Comparison Assessment	System Specific Assessment	Review. This setting could be modified to show the current Entry assessment for the most up to date information about the client.
Enable User profile popup for all users	Checked – ON	No change. Train users on the ability to view their profile.
User Admin and User Profile Worksheet	Training Activity	Review with HMIS, these tools could benefit management of training. No user profile worksheet is configured.
Agency News Alternate Name	Not completed.	Agency news will be displayed at the agency level. No change.

Table 21 – Vendor Managed System Preferences

Setting Name	Current Setting	Discussion and Recommendations
Editable case notes	Yes	No change. This allows end users to edit their own case notes.
Manage Anonymous and Unnamed Clients	Yes	Review of the use of anonymous records.

Setting Name	Current Setting	Discussion and Recommendations
Manage Unnamed Clients	Yes	This is a user specific setting and should only be used in rare circumstances. Data visibility should be managed with provider set up and clients should be locked as appropriate.
Enable SSN Create four digits only	No	Optional, review with HMIS.
Enable SSN full edit as Agency Admin or higher role	No	Optional, review with HMIS.
Enable full edit as System Admin 1 and 2	No	Optional, review with HMIS.
Enable SSN full edit at System Admin 2 only	No	Optional, review with HMIS.
Enter Service Costs using the cost per units field	No	Optional, review with HMIS.
View Service Location	No	Optional, review with HMIS.
View Service Staff	No	Optional, review with HMIS.
Enable CPT Code Set	No	No change.
Enable DSM Code Set	No	No change.
Enable ICD Code Set	No	No change.
Enable counts reports	Yes	Train end users on the configuration of counts reports for their Home Page.
Enable Global Search	Yes	No change.
Enable Report Writer	Yes	No change.
Enable System Performance Measures Report for Agency Admin.	No	Optional, Review with HMIS.
Enforce Exact match in Client Search	No	No change.
Hide Name Fields from Client Search	No	No change.
Enable SSN search results showing four digits only	No	Optional, review with HMIS. This is a security feature to hide the full SSN in search results.
Enable Date of Birth search results showing year only	No	No change. A full date of birth is helpful to client deduplication.
Hide Gender in search results	No	Review with HMIS – this is a new feature.
Enable Sorting Sub Assessment by Start Date feature	No	Review with HMIS – this is a helpful feature.
CommunityPoint URL	<u>N/A</u>	

Setting Name	Current Setting	Discussion and Recommendations
Is this an SSVF Site?	Yes	No change.
Module installation settings	No to CallPoint, Eligibility, FundManager	Review needs of community and potential for these modules.
Measurement Tools Module Installed	Yes	No change.
Enable Self – Sufficiency Matrix	Yes	Review. Is this utilized?
Enable SPDAT and F-SPDAT	No	No change.
Medicaid Billing Installed	No	Review needs of community and potential use for this module.
ShelterPoint Module Installed	Yes	No change.
Release of information in visibility	No	No change. The ROI tab in the client data entry workflow does not have an impact on configured visibility for a provider. It does not share or control information visibility.
Enable ShelterPoint On/ Off Premises	No	Review feature use.
Enable ShelterPoint check in alerts	No	Review feature use.
Enable Alternate Client ID functionality	No	Review with HMIS.
Enable CESC Functionality	No	Review with HMIS.
Enable SkanPoint Auxiliary	No	Add on module.
Enable SkanPoint Alerts	No	Review with HMIS.
Enable RHYMIS Export Functionality	Yes	No change.
Allow RHYMIS ODB Purge	No	Review with vendor, likely not necessary.
Enable LSA Export Functionality	Yes	No change.
Enable System Performance Measures to use Export Server	Yes	No change.
Enable System Performance measures to generate details, operational data store, JSON	No	Review with vendor, these appear to be new settings in advance of next SPM release.
CIE San Diego: Enable Site as a Participant	No	N/A
Use Replica Server for Reports and Exports	No	Review with vendor, new setting.
Great Plains Account Number	CAB16675	Administrative, N/A

Setting Name	Current Setting	Discussion and Recommendations
Use the custom version of the ESG CAPER for Florida	No	N/A
Community Services Timeout	30	Include timeout setting in Policy and Procedures

#	pg.	HMIS Report Components	Table	Priority	Who is Responsible	Support Task	Key Actions	Level of Effort- Work Hours	Dependency	Target Due Date	CoC EB Update Freq
1	5	System Administration									
	a	Staffing, Roles and Responsibility (do chart as part of workplan)	1	2	Shared CoC/ HMIS	HUD TA					
	b	Develop more robust tasking, tracking system	2	3	HMIS Lead	Tim	Includes this document	4			
	c	Training - Syst Adm, Agency Adm, proj type, SAP	3	2	HMIS Lead	ICA Support	SA Training in contract	12		8/31/2025	
2	6	Policy & Governance: HMIS and Pol & Procedures	4								
	a	HMIS Committee (chart with roles)	4	3	Shared CoC/ HMIS	HUD TA					
3	7	Policy & Governance: Privacy and Security	5, 6								
	a	HMIS Privacy Notice (annual update required)		5	HMIS Lead	Shared CoC/ HMIS					
	b	HMIS Consumer Notice/Mandatory Collection Notice		5	HMIS Lead	Shared CoC/ HMIS					
	c	HMIS Release of Information/Client Consent Form	7	5	HMIS Lead	Shared CoC/ HMIS					
4	9	Policy & Governance: CoC Governance Charters	8								
	a	Data Quality Plan, example of many tasks in table 8, other ex. Software meets min data & tech standards, dev HMIS training, SAP training		4	HMIS Lead	HUD TA					
5	11	HMIS Provider Configuration	9								
	a	HMIS Provider Tree- Naming Conventions		4	HMIS Lead	ICA Support					
	b	Dos Rios CoC Close-out		3	HMIS Lead	ICA Support					
	c	Database Clean Up; Close outs		2	HMIS Lead	ICA Support					
	d	Active Provider Clean Up		1	HMIS Lead	ICA Support					
	e	Client record closures on Active Projects		1	HMIS Lead	ICA Support					
	f	Project types (remove "other")		3	HMIS Lead	ICA Support					
	g	Full Project descriptor data element review with Agencies		1	HMIS Lead	ICA Support					
6	15	Assessment Administration	10, 11								
	a	Assessments (Update NorCal Advanced Entry)		1	HMIS Lead	ICA Support					
	b	Assessment (Updated NorCal CE Advanced Entry)		1	HMIS Lead	ICA Support					
	c	Assessment (Separate Street Outreach/ ES Assessments)		3	HMIS Lead	ICA Support					
7	17	Visibility Configuration	12								
	a	HMIS Visibility Policy (part of HMIS Policy dev)		3	Shared CoC/ HMIS						
	b	Static/Dynamic Configurations- Add Global Sharing		1	HMIS Lead	ICA Support					
8	18	End User Configuration and Management	19								
		User Roles & Activity (usage and log in, activity reporting)		1	HMIS Lead	ICA Support					
9	19	Module Settings (template was provided)									
10	19	External Reporting	20								
	a	Prepare LSA Submission FY25		2	HMIS Lead	ICA Support					
	b	Finalize HMIS APR in SAGE		2	HMIS Lead	ICA Support					
	c	Review Stella Insights with CoC		3	HMIS Lead	ICA Support					
	d	State Reporting - Quarterly Upload and SPM DQ		1	HMIS Lead	ICA Support					
	e	Local Reporting - Create County Reporting Specifications	21	2	HMIS Lead	ICA Support					
11	21	HMIS Data Quality Review	16								
	a	Project Descriptor Data Elements		1	HMIS Lead	ICA Support					
	b	HMIS Data Quality by Project Type (before LSA)	17	1	HMIS Lead	ICA Support					
	c	Annual Assessment Review (before LSA)		1	HMIS Lead	ICA Support					
	d	Current Living Situation Assessments (Immediate)		1	HMIS Lead	ICA Support					
	e	Duplicate Clients		2	HMIS Lead	ICA Support					
	f	Eva Data Quality Report - High Priority and Errors (before LSA)	18	1	HMIS Lead	ICA Support					
	g	Data Quality Recommendations (Create improvement plans)	19	3	HMIS Lead	ICA Support					
12	17	HMIS Vendor Recommendations	11								
	a	Create Vendor Enhancement Requests		2	HMIS Lead	ICA Support					
	b	Meet with Vendor to discuss importance of requests		3	Shared CoC/ HMIS	ICA Support					