

MARICOPA REGIONAL CONTINUUM OF CARE CHARTER

Approved by the Maricopa Regional Continuum of Care Board on November 17, 2025.

ARTICLE 1. COC PURPOSE & AUTHORIZATION

The Maricopa Regional Continuum of Care (CoC) Board was formed in response to the federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009, effective May 20, 2009 (Pub. L. 111-22; 42 U.S.C. §§ 11302, *et seq.*). It maintains responsibility for ensuring compliance with the HEARTH Act as well as the implementing regulations set forth in the CoC Program interim rule at 24 CFR Part 578.

More broadly, the Maricopa CoC exists to facilitate interagency and cross-sector coordination in resource planning, policymaking, program development, and system performance monitoring for the region’s homeless response system.

SECTION 1.1: CHARTER PURPOSE AND AMENDMENTS

The purpose of this Charter is to outline membership, roles & responsibilities, committee structure, and governance protocols to ensure effective functioning of the CoC.

As detailed in Section 5.2(A), the Executive Committee of the Board is charged with an annual review of the CoC’s functioning, which includes incorporating any feedback from Committees as well as General Membership. Any changes to the Charter will be brought to the Board for approval and the General Membership for ratification.

ARTICLE 2. COC GEOGRAPHY

The Maricopa Regional CoC covers the entirety of Maricopa County, including all incorporated municipalities, tribal lands, and unincorporated areas within the county’s geographic boundaries.

Included within the CoC’s jurisdictional boundaries are five units of local government that directly receive Emergency Solutions Grants (ESG) funding from the federal government, including Maricopa County, the City of Phoenix, the City of Mesa, the City of Tempe, and the City of Glendale. The CoC and ESG grantees have a statutory requirement under the HEARTH Act to coordinate planning and service delivery.

ARTICLE 3. COC GENERAL MEMBERSHIP

The General Membership of the Continuum of Care (CoC), as outlined in 24 CFR § 578.5, is composed of individuals and organizations committed to preventing and ending homelessness within the CoC’s geographic area, including (but not limited to): nonprofit homeless assistance providers, victim service providers, faith-based organizations, government agencies, businesses, advocates, public housing agencies, mental health agencies, hospitals/healthcare providers, universities, affordable housing developers, justice partners, veteran service organizations, and persons with lived experience of homelessness (PLEs).

SECTION 3.1: MEMBERSHIP ROLES & RESPONSIBILITIES

The roles and responsibilities of the General Membership are as follows:

- Review and ratify updates to the CoC's Governance Charter, including Board selection policies, as initiated by the CoC Board, but no less than every five years;
- Elect representatives to fill vacant at-large seats on the CoC Board in accordance with Section 4.3 of this charter;
- Stay informed on the work of the CoC and provide input to the Board via participation in biannual membership meetings and any other forums planned by the Board;
- Review and comment on documents of major significance to the CoC (Governance Charter, Strategic Plan, Written Standards, etc.) when the Board updates and circulates items for public comment;
- Serve on CoC Committees and ad hoc workgroups, as interested and able;
- Follow Conflict of Interest protocols, as referenced in Article 7 of this charter; and
- Serve as a champion for the work of the CoC within the community.

SECTION 3.2: BECOMING A MEMBER

The Maricopa County CoC allows new members to join anytime via an electronic application (linked on the CoC's website). The membership application is used to collect relevant demographic and organizational information on behalf of the CoC and to affirm each prospective member's commitment to the values and principles of the CoC.

Individuals may enroll as a member, provide input, and vote as individuals, not as representatives of a particular organization, geography, or constituency.

If members change organizations or otherwise have changes to their contact information that results in undeliverable messages, it is the member's responsibility to complete a new application form. Otherwise, they may be removed from the CoC's membership list in accordance with the CoC's membership distribution list maintenance protocols.

SECTION 3.3: MEMBERSHIP MEETINGS

The CoC shall host no fewer than two meetings for the general membership, which may occur in-person or virtually. Additional meetings may be convened as needed throughout the year.

Meetings will be designed to help ensure the general membership fulfills its responsibilities as outlined in Section 3.1. Notice of membership meetings and draft agendas will be provided to members at least 30 days in advance.

SECTION 3.4: MEMBERSHIP VOTING

Rules related to quorum do not apply for general membership meetings. Motions shall pass by a simple majority of members casting a vote. In the case of election of Board seats, individuals receiving the greatest number of votes will be named to the seats.

ARTICLE 4. CONTINUUM OF CARE BOARD

The Maricopa Regional CoC Board serves as the governing body responsible for providing strategic leadership, oversight, and accountability for the CoC's efforts to prevent and end homelessness. As stewards of the CoC's mission, Board members are entrusted with ensuring that the work of the CoC aligns with federal requirements, community priorities, and the voices of those most impacted by homelessness.

SECTION 4.1: BOARD ROLES AND RESPONSIBILITIES

The Board functions as the lead decision-making body that guides the overall direction of the CoC, responsible for ensuring compliance with HUD requirements, promoting coordination among CoC members, and ensuring that resources are effectively aligned to maximize impact.

As outlined in Article 7 of this charter, the Board designates staffing entities that support the Board in carrying out the work of the CoC, and the Board uses its committee structure to ensure that work assigned to designated staffing entities is guided by the broader perspectives and insights of CoC members. However, the Board retains final decision-making/approval authority on all requirements, policy decisions, and deliverables that are the purview of the CoC. Items that must come to the Board for approval include, but are not limited to:

- Governance charter updates
- Memorandums of Understanding (MOUs) with designated staffing entities (prior to execution)
- Proposed Board and committee membership slates
- Strategic plans, annual system priorities, and annual committee workplans
- All plans and policy and procedure manuals (including, but not limited to, the CoC's written standards, administrative/governance policies and procedures, coordinated entry policies and procedures, Homeless Management Information System (HMIS) policies and procedures, PLE stipend/compensation policy, etc.)
- Frameworks and tools for performance reviews (for CoC designated staffing entities and grant recipients)
- Results of Performance Reviews (for CoC designated staffing entities and grant recipients)
- Recommendations to recompute CoC staffing roles or HMIS vendors
- Scoring frameworks and results for the CoC Program Notice of Funding Opportunity (NOFO) and other special purpose NOFOs
- System-level performance monitoring tools and results
- Point in Time (PIT) Count methodology and results
- General Membership meeting agendas & content
- Advocacy strategy and messaging

The exception to duties as outlined above relates to decisions for youth-specific funding, including (but not limited to) the Youth Homeless Services Improvement (YHSI) grants, the Youth Homelessness Demonstration Program (YHDP), and the Runaway and Homeless Youth (RHY) Program. The Board will empower the Youth Action Board (YAB) to make decisions related to dedicated youth funding sources. On issues related to collaboration or alignment between youth-specific programming and the larger homeless response system (such as use of CoC dollars to maintain youth programming following the expiration of

dedicated grants or coordination of services for transition age youth that enter through the adult system), the YAB will coordinate with other committees with final recommendations going to the Board, as outlined above.

SECTION 4.2: BOARD COMPOSITION

The Board of Directors shall be composed of government and community seats totaling no fewer than 20 and no more than 29. Board seats may change to reflect HUD requirements.

A. EX OFFICIO

Ex officio seats (5) are fixed, appointed seats for entities that play critical roles within Maricopa's regional homeless response system and whose consistent participation is deemed critical for success. Representatives in ex officio seats are designated by the agency or group holding the seat; they are not subject to the application and selection procedures outlined in Section 4.3 of this charter.

1. DESIGNATED GOVERNMENT AGENCY SEATS

The Board includes fixed seats for three (3) governmental agencies that play primary roles with regard to funding, policy development, and service delivery within the Maricopa Regional CoC. These seats include the administrative head, or their standing designee, of the following agencies:

- Maricopa County, Human Service Department (or other department responsible for homeless services, if changes are made to the County's organizational structure);
- City of Phoenix, Office of Homeless Solutions (or other office or department responsible for homeless services, if changes are made to the City's organizational structure); and
- State of Arizona, Health Care Cost Containment System (or other department responsible for Medicaid funding and services, if changes are made to the State's organizational structure).

If a standing designee has been identified by the Department head, attendance by that individual at Board meetings is expected; rotating designees/proxies are not permitted. Term limits do not apply to these seats, though Board member expectations outlined in Section 4.5 do apply. Any member that does not meet these expectations is subject to removal/replacement.

2. REGIONAL MUNICIPALITY SEATS

To support participation across the municipalities in Maricopa County, there are also two (2) standing seats for the West Valley and the East Valley.

- West Valley: Individual must be a local government representative from Avondale, Buckeye, El Mirage, Gila Bend, Glendale, Goodyear, Litchfield Park, Peoria, Surprise, Tolleson, Wickenburg, or Youngtown.
- East Valley: Individual must be a local government representative from Apache Junction, Carefree, Cave Creek, Chandler, Florence, Fountain Hills, Gilbert, Guadalupe, Maricopa, Mesa, Paradise Valley, Queen Creek, Scottsdale, and Tempe.

Regional municipality seats function as ex officio seats in that they are dedicated to a region (versus a particular agency). Term limits outlined in Section 4.4 apply to these seats to ensure different municipalities have an opportunity to serve. Members of the region are responsible for coming together to identify/elect their designee. Upon the expiration of a term or vacancy, the current designee, supported by the Collaborative Applicant, will be responsible for convening representatives to identify the region's next designee.

Members in regional municipality seats are expected to attend Board meetings; designees/proxies are not permitted.

B. COMMUNITY SEATS

Community seats (a minimum of 15 and maximum of 24) are selected in accordance with the rules outlined in Section 4.4 below and include the following subcategories.

- Service Provider Organizations: One representative each from a minimum of five (5) and a maximum of eight (8) organizations representing different subpopulations and program types within the CoC. At least two will be organizations that do not receive HUD CoC funds.
- Lived Experience: A minimum of two (2) and a maximum of four (4) individuals that have previously or are currently experiencing homelessness in Maricopa County, inclusive of one (1) seat for a Youth Action Board (YAB) representative.
- Private Sector Partners. One representative from a minimum of two (2) and a maximum of five (5) private sector organizations, including (but not limited to) philanthropic organizations, local businesses, housing developers, landlord/property management firms, hospital/healthcare organizations, justice partners, and faith groups.
 - At least one (1) seat must be filled by a representative of the business community.
 - At least one (1) seat must be filled by a representative of a faith group or faith-based service provider organization.
- Elected Public Officials. A minimum of three (3) and maximum of three (3) elected public officials from jurisdictions within the Maricopa Regional CoC.
 - At least one (1) seat must be filled by a West Valley representative.
 - At least one (1) seat must be filled by an East Valley representative.
 - At least one (1) seat must be filled by a Central Valley or regional representative.
- Law Enforcement Organizations. One representative from a minimum of two (2) and maximum of two (2) law enforcement agencies operating within the Maricopa Regional CoC. The two agencies must represent geographically diverse areas of the region (e.g., West Valley, East Valley, City of Phoenix, Maricopa County).

- At Large Seats. A minimum of one (1) and a maximum of two (2) seats will be elected directly by the General Membership to ensure community-wide representation and to maintain a democratic voice within the CoC governance structure.

Minimum and maximum seats are included for each category to support continuity in governance (ensuring the Board can maintain quorum despite any mid-term vacancies) while also ensuring the needed perspectives are consistently around the table to support thoughtful decision-making.

Members in community seats are expected to attend Board meetings; designees/proxies are not permitted.

SECTION 4.3: BOARD MEMBER SELECTION PROCESS FOR COMMUNITY SEATS

With the exception of two seats elected by the General Membership, the CoC Board retains general responsibility for reviewing applications and developing board slates to ensure alignment with HUD requirements, CoC strategic priorities, balanced sector representation, and the skills and experience needed for effective oversight.

Annually, the Board will form an ad hoc Selection Workgroup comprised of volunteers from the Board and CoC General Membership and will issue a Call for Expression of Interest (CEI) to fill vacant seats and expiring seats. The Collaborative Applicant, working in coordination with the Executive Committee, will prepare a list of seats by category to be filled, along with any recruiting priorities for the year. The Collaborative Applicant will circulate the CEI to the CoC's General Membership and other partner networks, and it will receive and compile responses on behalf of the Selection Workgroup, which will be responsible for reviewing responses and preparing a slate of candidates for delivery to the Board for approval. Any members reapplying for their seat must recuse themselves from this process in accordance with the CoC's Conflict of Interest rules, as outlined in Article 7.

SECTION 4.4: BOARD MEMBER TERMS

Terms for community seats will be two years and will be staggered such that approximately one-half of Community Seats are filled each year.

Members may serve up to two, two-year terms (four consecutive years) before rotating off for minimally two years. Members interested in serving a second term must reapply to signal their interest in continuing to serve.

There will be no lifetime cap on service.

SECTION 4.5: BOARD MEMBER EXPECTATIONS

New Board members are expected to attend an onboarding orientation, sign a Member Participation Agreement, and complete a Conflict of Interest Acknowledgement Form.

Board members are expected to serve (as a member or chair) on minimally one committee or ad hoc workgroup throughout the course of their term. It is the CoC's preference that Board members participate directly, but if direct participation is not feasible, members may identify a standing designee from their

agency to participate on one or more committees. Any designee must have the needed expertise and authority to represent their agency in all matters of the committee.

Board members are expected to attend all regularly scheduled meetings. Members with more than three (3) unexcused absences within a 12-month period may be subject to removal. After two consecutive absences, the co-chairs or Collaborative Applicant will notify the Board member (and their Department head, in cases where a designee has been identified) of a pending violation of this policy. A leave of absence may be granted upon request for extenuating circumstances.

SECTION 4.6 PROCESS FOR FILLING MID-TERM VACANCIES

A. EX OFFICIO

If a representative in an ex officio seat leaves their position or is otherwise no longer able to serve, the seat will be filled immediately upon the individual's departure by the appointing organization/group.

B. COMMUNITY SEATS

Because the CoC needs to ensure appropriate representation on the Board of different organizations, subpopulations, and issues areas, seats will not automatically transfer with individuals if they leave their organization during their term as a Board member. If interested in continuing to serve, Board members who change organizations or retire must submit a written request to remain on the Board for the duration of their term, and the Board will determine whether to accept or decline this request. In cases where there is no request to continue or the Board declines a request for continuation, the seat will remain vacant until the Board initiates its next CEI. As outlined in Section 4.3, this will typically be done on an annual basis, though the Board reserves the right to issue a CEI at any time as needed to maintain the minimum required seats by category.

Note: The exception to this policy is individuals in lived experience seats, since the perspective they bring to the Board remains constant despite any changes in employment or organizational affiliation.

SECTION 4.7: BOARD CO-CHAIRS – ELIGIBILITY, SELECTION, AND TERMS

The Board will be led by two co-chairs. The Collaborative Applicant will solicit Letters of Interest from existing CoC Board members to fill a co-chair position when a vacancy occurs. The Collaborative Applicant will provide the CoC Board with a list of the names and the categories they represent, along with the Letters of Interest. The CoC Board members (less those applying for the role) will vote to fill the vacancy.

Co-chairs will serve two-year staggered terms and may apply to serve a subsequent two-year term if so desired. Individuals may not serve more than two terms (four consecutive years) before rotating off, however there will be no lifetime limit for individuals having served in the past and wishing to serve again in the future.

SECTION 4.8: BOARD MEETING PROTOCOLS

A. MEETING FREQUENCY & FORMAT

The CoC Board is expected to meet monthly. A meeting schedule for the calendar year will be provided by the first week of January. Members will be notified of any changes to meeting dates at least seven days in advance of the change.

Meetings may be held virtually, in-person, or using a hybrid setting, at the discretion of Board co-chairs. In-person meetings will be held at least once per quarter.

The CoC Board conducts its work with transparency, inclusivity, and accountability, ensuring that decisions are informed by clear communication, timely information, and meaningful community input.

B. EMERGENCY MEETINGS

Emergency meetings of the Board may be called by the Board co-chairs or a majority of the Executive Committee when urgent matters arise that require immediate attention and cannot be delayed until the next regularly scheduled meeting.

Notice of an emergency meeting shall be provided to all Board members as soon as practicable, but at least 48 hours in advance. Notice may be provided via email, phone, or other reasonable means, and will include the purpose of the meeting, time, location or platform, and any materials to be considered.

A quorum must be present to conduct business. Only items explicitly stated in the notice may be acted upon during an emergency meeting. Minutes will be recorded and include a summary of the discussion, decisions made, and the rationale for convening under emergency conditions.

C. AGENDAS AND NOTICE

The Executive Committee is responsible for identifying agenda items for each Board meeting based on work in the committees ready to be elevated to the Board for discussion or action. Board members and designated staffing entities may also bring forward agenda items, with the Board co-chairs responsible for finalizing Board meeting agendas and determining time allocations for each topic.

The Collaborative Applicant will provide support to the Board co-chairs to circulate/post meeting agendas and relevant meeting materials ahead of each meeting.

D. QUORUM

A simple majority of the representatives serving on the CoC Board shall constitute a quorum for the purpose of taking action on any business at a CoC Board meeting. If a quorum is not present, informational items on the agenda may be heard but no action can be taken.

E. MEETING ROLES

The Board co-chairs will preside over Board meetings, with support from the Collaborative Applicant as requested by the co-chairs. Meetings will be facilitated using a simplified/adapted Robert's Rules of Order process that allows for a more conversational and collaborative approach.

The Collaborative Applicant will also support with meeting logistics, technology, and documentation of meeting minutes.

CoC members and other community members are invited to attend and listen, but participation in discussions will be limited to Board members to ensure efficient and effective operation of meetings. The CoC works to create other opportunities for participation and engagement of partners, including through general membership meetings, committee meetings, and special community engagement events.

F. VOTING

Board decisions shall be made by a simple majority vote of members present and voting. Voting by proxy and voting in absentia are not allowed. Members who are present but recuse themselves or otherwise abstain from voting will not be counted in the vote tally for purposes of calculating a majority.

- For in-person meetings, the Board will first take a voice vote, moving to a roll call vote if the voice vote is inconclusive.
- For virtual meetings, the Board will take a voice vote among members with cameras on. Individuals unable to turn on their camera will have an opportunity to participate in a roll call vote after the voice vote.
- For hybrid meetings, the Board will take a voice vote of everyone in the room and those online with cameras on. Individuals unable to turn on their camera will have an opportunity to participate in a roll call vote after the voice vote.

G. MINUTES

Draft minutes of the CoC Board meetings shall be available within three business days. Approved minutes are posted publicly on the CoC's website.

H. EXECUTIVE SESSION

The Board may enter Executive Session to discuss sensitive matters, including personnel issues, legal matters, or contract negotiations. A simple majority vote is required to enter Executive Session. A summary of decisions made, without confidential details, will be noted in the public minutes.

ARTICLE 5. COMMITTEES, WORKGROUPS, AND ADVISORY COUNCILS

SECTION 5.1: COMMITTEE OVERVIEW

Committees of the Board serve as advisory and action-oriented bodies that support the effective governance and operations of the CoC. Committees are established to focus on specific areas of responsibility, provide subject matter expertise, and facilitate informed decision-making by the Board. Committees will be either “standing” or “strategic,” as defined in Sections 5.2 and 5.3.

Committees will operate less formally than the Board to ensure all interested CoC members have the opportunity to participate in discussions guiding the work of the CoC. However, as outlined in Sections 5.2 and 5.3, committees will have defined membership (voting seats) to enable decision-making for the purpose of advancing the work under their purview.

A. ROLE OF COMMITTEES

Each committee operates under the authority of the Board and is charged with the following general responsibilities:

- **Data/Trend Analysis:** In coordination with the applicable designated staffing entity and as it relates to its area of focus, collect and compile relevant data, review it regularly to monitor trends, and identify changes that can help shape the CoC’s strategies, policies, and funding priorities.
- **Developing/Updating Guidance Documents:** Work in partnership with the applicable designated staffing entity to develop, review, and update plans, policies, and procedures relevant to its area of focus.¹
- **Recommendations:** Review/discuss options and develop recommendations for presentation to the Board for consideration and approval.
- **Implementation Support:** Support the implementation of Board-approved policies, programs, and initiatives within its respective domain.
- **Member Engagement:** Engage members, including persons with lived experience, service providers, and government agencies, to ensure inclusive and equitable input.
- **Coordination:** Collaborate with other committees and workgroups to ensure alignment across the CoC’s strategic priorities and activities.

B. CREATION OF ANNUAL WORKPLANS

While the domain of each standing committee is described generally below, each committee will be responsible for developing an annual workplan by November of each year that outlines priorities and deliverables for the following year, the anticipated meeting schedule for the year, the identification of subcommittees or ad hoc workgroups needed to help accomplish its work, and a target timeline for delivery of any reports or deliverables within its purview to the Board. As noted under Section 4.1, the Board retains

¹ Drafting and revision of such documents remains the responsibility of the designated staffing entity, though committee input and approval is required prior to delivery to the Board

final decision-making/approval authority on all requirements, policy decisions, and deliverables that are the purview of the CoC in support of its responsibility of ensuring compliance with federal CoC requirements.

SECTION 5.2: STANDING COMMITTEES – DOMAIN AND MEMBERSHIP

A Standing Committee is a committee with an established set of responsibilities that meets regularly and continues from one year to the next, unless the Board determines the body is no longer needed and votes to disband it, which will be reflected by amendment to this charter. There are six standing committees, as outlined below.

A. EXECUTIVE COMMITTEE

The Executive Committee will act as a coordinating committee for the CoC Board. Composed of Board and Committee co-chairs, the Executive Committee is responsible for overseeing the functioning of the CoC and coordination across committees. Specific duties include (but are not limited to):

- Proposing priorities and recommending creation of Strategic Committees to the Board on an annual basis;
- Monitoring implementation of the CoC’s strategic priorities (i.e., ensuring that work is moving forward, assisting with troubleshooting when projects stall);
- Working with the Collaborative Applicant to assign new/unanticipated issues to committees for resolution;
- Working with the Collaborative Applicant to determine issues that need to be raised to the Board for discussion, resolution, and/or approval (i.e., supporting agenda-setting);
- Advising on advocacy efforts (identification of proposed positions, messaging, and strategy);
- Overseeing regular evaluation of CoC designated staffing entities relative to the terms outlined in their MOUs, and ensuring periodic recompute of staffing roles in accordance with the terms outlined in this charter; and
- Evaluating CoC functioning on annual basis (e.g., reviewing progress of the CoC against stated priorities, assessing whether Board and committee membership reflects guidelines in the charter and is adequate to support the work of the CoC, reviewing CoC administrative protocols) and recommending updates (as needed) to the CoC Charter and any associated administrative policies & procedures.

Membership

Up to 14 seats (all ex officio), including:

- Co-chairs of CoC Board
- Co-chairs of each Standing Committee²

Committee Staff (non-voting): Collaborative Applicant

² Note, due to their time-limited nature, co-chairs of Strategic Committees will not be required to serve on the Executive Committee, though may be asked to participate in meetings/discussions as applicable.

B. COMPLIANCE & PERFORMANCE MONITORING

The Compliance and Performance Monitoring Committee is responsible for ensuring accountability, transparency, and continuous improvement within the CoC. The committee monitors programmatic and system-level performance, evaluates compliance with federal requirements, and supports the effective use of resources to prevent and end homelessness. Key responsibilities include (but are not limited to):

- Provider-level compliance and performance monitoring: development of and feedback on monitoring tools/protocols, regular review of performance data, recommending corrective actions when needed;
- System-level performance monitoring: regularly analyzing system-level performance measures (SPMs) to assess the CoC's progress towards ending homelessness, ensuring a feedback loop with the Board and other committees via the Executive Committee on priorities, policy/programmatic changes needed, etc.;
- Managing the CoC NOFO application review and ranking, inclusive of an annual review and revision of the NOFO scorecard;
- Maintaining the list of the CoC's programmatic and operational policies and procedures, recommending to the Board those procedures requiring a more substantial review and update (based on performance concerns and/or length of time since last substantial review); and
- Updating of the CoC's written standards, as needed, in consultation with ESG entitlement recipients within the CoC's service area.

Membership

9 to 15 seats, including:

Ex Officio Seats (Rotating/with Term Limits):

- ESG Entitlement Recipient Representatives (appointed by Funders Committee) (1-2)
- Non-Entitlement Funder Representatives (appointed by Funders Committee) (1-2)
- Strategic Committee Representative (if relevant/applicable)

Community Seats:

- Lived experience (1-2)
- Access and Opportunity (1-2)
- Service Provider Organizations (3-5)
- Private Sector Partners (2-3)

Committee Staff (non-voting): Collaborative Applicant and HMIS Lead

C. COORDINATED ENTRY

The Coordinated Entry Committee oversees the design, implementation, and ongoing evaluation of the CoC's Coordinated Entry System (CES). This committee ensures the system is accessible, equitable, and effective in connecting individuals and families experiencing homelessness to appropriate housing and services. Duties include (but are not limited to):

- Assisting with the development of dashboards and/or other tools needed to monitor system access and system outcomes for all subpopulations;
- Providing feedback of assessment procedures, referral protocols, and prioritization criteria on an annual basis, recommending modifications and updates as needed;
- Supporting monitoring and troubleshooting of quality control and system fidelity across partners; recommending changes as needed.
- Monitoring shelter capacity and utilization for single adults and families;
- Identifying gaps and barriers that prevent individuals and families from accessing system entry points, recommending changes as needed;
- Monitoring housing unit/subsidy utilization and turnover for singles and family households to ensure equitable and efficient use of housing resources (for both CES-participating and non-participating programs);
- Monitoring CES participation across CoC programs and identifying strategies to increase involvement among non-participating agencies; and
- Supporting the evaluation and recompute of the CES Lead, as requested by the Executive Committee.

Membership

8 to 15 seats, including:

Ex Officio Seats (Rotating/with Term Limits):

- ESG Entitlement Recipient Representatives (appointed by Funders Committee) (1-2)
- Non-Entitlement Funder Representatives (appointed by Funders Committee) (1-2)

Community Seats:

- Lived experience (1-2)
- Access and Opportunity (1-2)
- Service Provider Organizations (3-6)
- Private Sector Partners (2-4)

Committee Staff (non-voting): CES Lead, Data Lead, Collaborative Applicant

D. FUNDERS

The Funders Committee brings together public and private funders committed to supporting a coordinated, strategic response to homelessness across the CoC. The committee works to coordinate funding priorities, align investments, and support fundraising efforts to maximize impact. Specific duties include (but are not limited to):

- Tracking investments in the system (sources, amounts, and uses) and identifying funding gaps for the Board;
- Using data from system modeling, needs assessments, and performance reviews to inform funding priorities;
- Coordinating resources and funding decisions to support system alignment/balance;

- Promoting evidence-based and equity-informed practices across the CoC by aligning requirements in RFPs and contracts/grant agreements;
- Recruiting partners (philanthropic, business/private sector, hospitals/healthcare partners, etc.) to help fill funding gaps in ways that don't impede, but enhance, the fundraising being done by the provider community;
- Identifying opportunities for statewide and local initiatives to increase housing resources (e.g., bonds, special assessment taxes, mansion taxes, etc.); and
- Promoting regional alignment of procurement, reporting, and administrative requirements to increase efficiencies and reduce burden on providers.

Membership

11 to 15 seats, including:

Ex Officio (No Term Limit):

- ESG Entitlement Recipients (Maricopa County, City of Phoenix, City of Glendale, City of Tempe, City of Mesa)

Community Seats:

- Other governmental agency funders (3-5)
- Private sector funders (3-5)

Committee Staff (non-voting): Collaborative Applicant

E. HMIS & DATA SYSTEMS COORDINATION

The purpose of the HMIS & Data Systems Coordination Committee is to support the effective operation and oversight of the CoC's HMIS, as required by HUD's CoC Program Interim Rule at [24 CFR 578.7](#), and to support coordination and/or integration with other community data systems. The committee ensures that the CoC has high-quality, accurate, and timely information to inform decision-making, measure performance, and fulfill federal and local reporting requirements. Specific duties include (but are not limited to):

- Serving as a forum for identification of system-level data collection and reporting challenges, collaborative problem solving, and desired HMIS system enhancements.
- Providing feedback to the HMIS Administrator on all HMIS policies the CoC is required to develop, including (but not limited to) Privacy, Security, and Data Quality Plans.
- Providing input on Point-in-Time (PIT) Count methodology and other special data collection efforts.
- Assisting with the development of reports and data visualizations for the CoC based on the needs of different committees, projects, or initiatives within the CoC.
- Providing guidance to the CoC for standardizing data collection across providers, determine procedures and solutions for improving data quality, provide ongoing support and training for providers to use HMIS effectively.
- Exploring and implementing methods for integrating data from various sources (e.g., HMIS, health care, mainstream service providers, housing authorities) to create a more comprehensive view of the homeless population and their needs.

- Supporting the evaluation and recomplete of the HMIS Administrator, as requested by the Executive Committee.

Membership

9 to 15 seats, including:

Ex Officio (No Term Limit):

- Data Warehouse Enterprise for Linkage (DWEL)
- CommunityCares/Closed Loop Referral System (CLRS)
- Department of Economic Security (DES)

Community Seats

- Lived experience (1-2)
- Access and Opportunity (1-2)
- Service Provider Organizations (3-6)
- Private Sector Partners (1-2)

Committee Staff (non-voting): HMIS Lead and Collaborative Applicant

F. YOUTH ACTION BOARD

The YAB provides strategic direction and oversight of the activities funded under youth specific grants, including (but not limited to) Youth Homeless Services Improvement (YHSI) grants, the Youth Homelessness Demonstration Program (YHDP), and the Runaway and Homeless Youth (RHY) Program. The YAB is also the primary vehicle through which the CoC as a whole gathers input from the youth consumer population. The YAB is an authentic and equitable partner in every step of the community's youth homeless response efforts, from planning to implementation of new projects to continuous quality improvement of the youth homeless response system. Key responsibilities include (but are not limited to):

- Making strategic planning and policy decisions related to youth-specific homeless services funding;
- Establishing regional strategic priorities and make policy recommendations to local leaders, the Regional Council, state agencies, and other partners in alignment with the CoC's strategic plan;
- Serving as a resource to the CoC for youth-centered problem-solving and formal grievances related to the youth homeless response system;
- Providing oversight of and support for agencies and projects funded by youth-specific grants within the CoC, collaborating with the CoC Board and Collaborative Applicant to identify and address areas for improvement in the youth homelessness response system;
- Contributing youth-specific insights and recommendations to the CoC's broader strategic planning and policy development processes; and
- Promoting awareness and understanding among community members, elected officials, and agency leaders about youth homelessness.

Membership

- 6 to 12 seats (all community seats)
- All members must be 18-24 years old and have lived experience of homelessness

Committee staff (non-voting): Collaborative Applicant

SECTION 5.3: STRATEGIC COMMITTEES

In addition to the six Standing Committees, the Board shall activate one or more Strategic Committees each year to support work on strategic priorities that do not fall within the purview of a Standing Committee. A Strategic Committee functions in a similar manner to a Standing Committee:

- Membership slates will be approved by the Board;
- Each Strategic Committee will have designated seats for Lived Experience Subcommittee and Access and Opportunity Subcommittee representatives; and
- Committees will develop and operate according to a workplan, which must be submitted to and approved by the Board.

Membership

9 to 15 seats (all community seats), including:

- Lived experience (1-2)
- Access and Opportunity (1-2)
- Service Provider Organizations (2-3)
- Private Sector Partners (2-3)
- Other Subject Matter Expert Members (3-5)

Committee staff (non-voting): Collaborative Applicant

SECTION 5.4: COMMITTEE MEMBER TERMS AND SELECTION

A. COMMITTEE MEMBER TERMS

Terms are two years, and members may serve up to two terms (four consecutive years) before they must rotate off for minimally two years. There will be no lifetime cap on service.

B. COMMUNITY SEAT SELECTION

As outlined in Section 5.2, committees will generally include up to 15 members each, which may be a mix of ex officio (appointed) and community (application) seats. While more than one individual from the same organization may participate in committee discussions, no organization may have more than one voting seat on any committee.

With regard to seats designated as “community seats,” each year, the Board will issue a Call for Expression of Interest (CEI) to fill vacant seats and seats turning over on each committee. As outlined in Section 4.3, the Collaborative Applicant, in coordination with the Executive Committee, will prepare a list of seats by committee and by category to be filled, along with any recruiting priorities for the year. Recruiting priorities will be established in light of HUD CoC membership guidelines at 24 CFR § 578.5 as well as the specific subject matter expertise needed by the committee.

The Collaborative Applicant will circulate the CEI to the CoC’s General Membership and to other partner networks. The Collaborative Applicant will receive and compile responses on behalf of ad hoc Selection Workgroup, which will be responsible for reviewing responses and preparing a slate of candidates for delivery to the Board for approval. Any committee members interested in serving a second term must reapply for their seat through the CEI process and, if on the Board, must recuse themselves from any discussion or vote in accordance with the CoC’s Conflict of Interest rules, as outlined in Article 7.

Mid-term vacancies on committees will be handled in accordance with protocols for filling Board vacancies outlined in Section 4.6 of this charter. As outlined above, this will typically be done on an annual basis, though the Board reserves the right to issue a CEI at any time as needed to maintain the minimum required seats by category.

Note, an exception to this process relates to the YAB, which will retain responsibility for recruiting and selecting new members according to protocol it establishes.

SECTION 5.5: COMMITTEE CO-CHAIRS

Every committee (standing and strategic) will be led by two co-chairs. The Collaborative Applicant will solicit letters of interest from committee members to fill a co-chair position when a vacancy occurs. The Collaborative Applicant will provide a list of the names and the categories they represent to the committee members along with the Letters of Interest. The committee members (less those applying for the role) will vote to fill the vacancy.

Co-chairs will serve two-year staggered terms and may apply to serve a subsequent two-year term if so desired. Individuals may not serve more than two terms (four consecutive years) before rotating off, however there will be no lifetime limit for individuals having served in the past and wishing to serve again in the future.

SECTION 5.6: COMMITTEE MEETING PROTOCOLS

Committees will operate according to the same protocols outlined in Section 4.8 (Board Meeting Protocols) with the following exceptions:

- Committee meeting schedules will be established by committee co-chairs and outlined in each committee’s annual workplan.
- In contrast to Board meetings, committees may operate more informally to ensure any CoC member has the opportunity to participate in discussions guiding the work of the CoC.

- Once discussion on an action item concludes, committee co-chairs will move to a vote among seated members. As with Board meetings, committee decisions will be made by a majority vote of members present and voting.

SECTION 5.7: BODIES SUPPORTING COMMITTEE WORK

Committees have the authority to establish subcommittees, ad hoc workgroups, and/or advisory groups to support fulfillment of their responsibilities.

A. SUBCOMMITTEES

Subcommittees are standing bodies established by a simple majority vote of committee members to help the committee fulfill a specific duty that is anticipated to be ongoing in nature from one year to the next. Subcommittees will report up directly to the originating committee, which will then be responsible for bringing issues to the Board. Any exceptions to this structure (e.g., in the instance that a subcommittee is asked to support another committee on a project or deliverable) will be documented in annual committee work plans.

Upon the decision to establish a subcommittee, committee co-chairs are responsible for identifying/recruiting individuals to participate and identifying co-chairs who will be responsible for planning, scheduling, and facilitating meetings. If specific expertise is needed beyond what existing committee members can provide, additional CoC members may be recruited to participate.

Subcommittees will use voting procedures outlined in this charter (simple majority of individuals present and voting) to help advance their work, but because subcommittees are advisory in nature and do not have approval authority, rules related to quorum will not apply.

With regard to subcommittee formation, there are two exceptions for bodies that are of such importance to the CoC that they are named in this charter as standing subcommittees to the Executive Committee. They include the Lived Experience Subcommittee and the Access and Opportunity Subcommittee.

1. LIVED EXPERIENCE SUBCOMMITTEE

The Lived Experience Subcommittee (LES) is designed to ensure that the perspectives of persons with lived experience of homelessness (PLEH) are centered in planning, decision-making, and system design. Key responsibilities of PLEH representatives include (but are not limited to):

- Helping to identify gaps and barriers in the homeless response system;
- Offering insights into the effectiveness and accessibility of programs and services;
- Promoting accountability to the people the system is designed to serve; and
- Supporting the development of equitable, person-centered solutions.

Each Standing and Strategic Committee shall have a minimum of two designated seats for LES members to ensure lived experience representatives have decision-making roles throughout the continuum. Additionally, the LES will meet regularly as a group to debrief on what's happening in each committee, solicit input from

one another, and plan for any one-off projects that require the participation/support of the full group. Projects/tasks for the full subcommittee may be identified/recommended by subcommittee members or requested by the Executive Committee.

2. ACCESS AND OPPORTUNITY SUBCOMMITTEE

The Access and Opportunity Subcommittee (AOS) guides the CoC in advancing racial equity throughout the homeless response system. Key responsibilities of AOS members include:

- Examining data through an equity lens to help committee members identify inequities in the system;
- Advising the assigned committee on policies and practices that impact racial equity, and recommending strategies to eliminate disparities;
- Supporting community engagement efforts that elevate the voices of Black, Indigenous, and other People of Color with lived experience; and
- Promoting accountability to equity goals across all aspects of the CoC's work.

Each Standing and Strategic Committee shall have a minimum of two designated seats for AOS members to ensure equity considerations are integrated into decision-making throughout the continuum. Additionally, the AOS will meet regularly as a group to debrief on what's happening in each committee, solicit input from one another, and plan for any one-off projects that require the participation/support of the full group. Projects/tasks for the full subcommittee may be identified/recommended by subcommittee members or requested by the Executive Committee.

B. AD HOC WORKGROUPS

Ad hoc workgroups are time-limited bodies established by a majority vote of committee members to help the committee fulfill a specific responsibility, produce a specific deliverable, develop recommendations on a specific topic, etc. Workgroups report directly to the originating committee, which is then responsible for bringing issues or recommendations to the Board.

Upon the decision to establish an ad hoc workgroup, committee co-chairs are responsible for identifying/recruiting individuals to participate and identifying one or more leads will be responsible for planning, scheduling, and facilitating meetings. Ad hoc workgroups will use voting procedures outlined in this charter (simple majority of individuals present and voting) to help advance their work as needed, but because workgroups do not have approval authority, rules related to quorum will not apply.

C. ADVISORY GROUPS

Advisory groups are bodies with specific areas of expertise or insight formed to provide critical feedback and inform the direction of a particular element of the CoC's work (e.g., landlord outreach, neighborhood engagement around a new shelter). Advisory groups may be created by a standing or strategic committee, with the committee determining the purpose/scope of the group, managing recruitment, scheduling of meetings, and determining when the group will sunset. Advisory groups have no decision-making role in the CoC governance structure.

ARTICLE 6. DESIGNATED STAFFING ENTITIES

SECTION 6.1: DESIGNATED STAFFING ENTITIES AND ASSIGNED ROLES

The Board is responsible for ensuring compliance with the responsibilities outlined in the CoC Program Interim Rule at 24 CFR §578.7. To support the Board in carrying out these and other duties, the Board will designate entities to provide staffing support.

A. COLLABORATIVE APPLICANT

The Collaborative Applicant has two important roles in the Maricopa CoC: 1) supporting the development and submission of the CoC Program application and applying for and administering HUD planning grant funds (duties of the Collaborative Applicant as outlined in 24 CFR Part 578); and 2) serving as the backbone organization for the CoC, supporting visioning and planning by the Board, providing project management support of committees, fostering communication and alignment across partners, and carrying out day-to-day operations to ensure effective functioning of the CoC. Duties include (but are not limited to):

- Overseeing the development and submission of the CoC Program application, including coordination with project applicants and data collection;
- Monitoring program and system outcomes using Board-approved tools and protocols and recommending corrective actions when needed.
- Supporting the Board and committees in the development and implementation of a shared vision and strategy to prevent and end homelessness;
- Convening co-chairs before General Membership, Board, and Committee meetings to support collaborative planning efforts.
- Providing logistical, technical, and administrative support to co-chairs in the execution of meetings.
- Providing project management support to the Board and to Committees to ensure project execution and follow-through.
- Researching issues, identifying options to present to the Board (starting with committees, as relevant), and drafting content for key deliverables (as outlined in MOUs and committee workplans); and
- Maintaining all CoC records and documentation, including membership records, policy and procedure documents, governance documentation, etc.

B. HOMELESS MANAGEMENT INFORMATION SYSTEM LEAD

The Board, in its capacity as the HUD Continuum of Care Board, must designate an entity to operate the CoC's HMIS as required under §578.7, assuring the CoC is compliant with all applicable HUD rules and regulations. Specific roles of the HMIS Lead include (but are not limited to):

- Overseeing the County's HMIS implementation, ensuring administration is compliant with all Federal requirements;
- Reviewing and updating, as needed, HMIS policies and procedures – including seeking/incorporating feedback from CoC members;

- Reviewing and updating, as needed, privacy, security, and data quality plans – including seeking/incorporating feedback from CoC members;
- Periodically reviewing the CoC’s existing software relative to other options in the field, making recommendations for updates/changes as appropriate;
- Managing contracts with vendors to ensure community is getting needed support.
- Providing routine help desk support;
- Monitoring users and providing training and technical assistance to improve compliance, coverage, and data quality;
- Providing reports to the Board on participation and data quality;
- Generating required reporting for HUD and other funds flowing through the CoC;
- Supporting the development of dashboards and other tools needed to support active system management;
- Ensuring data is provided to the Board and its committees to guide decision-making;
- Establishing local protocols and training as needed to support inventory tracking; and
- Staffing the HMIS & Data Systems Coordination Committee and other committees, as directed by the Board.

C. COORDINATED ENTRY SYSTEM LEAD

The Coordinated Entry System (CES) Lead is responsible for the design, implementation, operation, and continuous improvement of the CoC’s CES. Specific duties include (but are not limited to):

- Overseeing system design and management, ensuring system is in compliance with all Federal requirements;
- Developing, and updating as needed, written policies and procedures to govern the CES – including seeking and incorporating feedback from CoC members;
- Monitoring system flow, including access, assessment, prioritization, referral, and placement processes;
- Implementing standardized assessment tools and protocols to identify and document housing and service needs;
- Monitoring assessment quality, timeliness, and fidelity to standards across partners;
- Maintaining and applying CoC-approved prioritization policies;
- interventions applying CoC-approved prioritization policies;
- Monitoring for consistent and equitable access to the CES for all eligible individuals and families across all access points;
- Collaborating with the HMIS Lead to track CES performance metrics and generate reports for continuous improvement;
- Coordinating system-wide training and technical assistance for participating agencies and staff; and
- Staffing the Coordinated Entry Committee.

D. EXECUTION OF MEMORANDUMS OF UNDERSTANDING

Entity responsibilities will be further detailed within Memorandums of Understanding (MOUs) to be executed by each designated entity and the Board, to include roles, expectations, deliverables, and timelines. MOUs

will be reviewed on an annual basis by the Executive Committee in accordance with the review of the CoC's functioning and identification of annual priorities. Draft MOUs will be provided to the Board prior to execution between Board chairs and staffing entities.

SECTION 6.2: OVERSIGHT OF DESIGNATED STAFFING ENTITIES

The Board will carry out regular monitoring of entities in all staffing roles in accordance with the terms of their respective MOUs. The Board will use its committee structure to support this work as described in Section 5.2 of this Charter, with final reports and recommendations for improvement being delivered up to the Board for review.

SECTION 6.3: SELECTION OF STAFFING ENTITIES

A. COMPETITIVE PROCESS

The Board affirms the importance of a transparent and competitive process when selecting key staffing entities, including the Collaborative Applicant, Coordinated Entry Lead, and HMIS Lead. To uphold this standard, the Board will establish and maintain a clear timeline and procedures for soliciting and evaluating proposals through a Request for Proposals (RFP) process.

The Board will recompete each staffing entity role every four years, unless the Board opts to temporarily waive this requirement, in which case it must recompete the role within six years. The Board reserves the right to open an RFP process prior to the four-year mark in the case of severe and persistent performance problems.

B. ELIGIBLE APPLICANTS & CONFLICT OF INTEREST PROVISIONS

The following entities are eligible to apply for staffing roles:

- Local Government Agencies (City or County)
- State Agencies
- Instrumentalities of State or Local Government
- Public Housing Authorities
- Nonprofit Organizations

Entities that receive CoC funds, whether directly or as subrecipients, are eligible to serve as one of the designated staffing entities. However, due to the potential for real or perceived conflicts of interest, such applicants will be required to complete an additional section in the application process that specifically addresses conflict-of-interest mitigation strategies.

All RFPs and/or Requests for Information (RFIs) issued for these roles must include questions designed to assess the applicant's ability to remain impartial and prioritize the interests of the CoC. These governance standards ensure that the CoC maintains transparency, fairness, and accountability in its operations and funding processes.

ARTICLE 7. CONFLICT OF INTEREST PROVISIONS

All members of the CoC must act in the best interest of the CoC and avoid any real or perceived conflicts of interest. A conflict of interest may arise when a CoC member—or a member’s relative – is affiliated with an organization that receives funding through the CoC. This includes any role or relationship (staff, Board member, vendor, client, etc.) that could impair the individual’s objectivity or create the appearance of undue influence in CoC decisions, particularly those involving funding, policy, or program oversight.

Upon joining the Board or a Committee, members must complete a Conflict of Interest Statement to disclose any known conflicts and to acknowledge receipt of the CoC’s Conflict of Interest Policy.

If a conflict of interest is identified during CoC business, the individual with the conflict must immediately disclose the nature of the conflict to the chair of the Board or committee, as applicable, before any related discussion or decision-making occurs. If the conflict involves a funding decision, program oversight, or policy recommendation that could benefit or affect the individual or their affiliated organization, recusal is required.

In practice, recusal means:

- The individual must not participate in any discussion related to the item in question. This includes providing input, asking questions, or influencing other members.
- The individual must leave the room (or virtual meeting space) during both the discussion and the vote on the matter.
- The recusal will be noted in the meeting minutes, including the name of the individual, the nature of the conflict, and confirmation that the individual was not present during the discussion or vote.

The chair is responsible for ensuring that recusal procedures are followed and that meeting records reflect compliance. This process helps maintain the integrity and fairness of CoC governance and funding decisions.

DEFINITIONS

Ad Hoc Work Groups are part of the Board's organizational structure. They are time-limited bodies established by a majority vote of committee members to help the committee fulfill a specific responsibility, produce a specific deliverable, develop recommendations on a specific topic, etc. Workgroups report directly to the originating committee, which is then responsible for bringing issues or recommendations to the Board.

Advisory Groups are part of the Board's organizational structure. They are bodies with specific areas of expertise or insight formed to provide critical feedback and inform the direction of a particular element of the CoC's work (e.g., landlord outreach, neighborhood engagement around a new shelter). Advisory Groups may be created by a Standing or Strategic Committee, with the committee determining the purpose/scope of the group, managing recruitment, scheduling of meetings, and determining when the group will sunset. Advisory Groups have no decision-making role in the CoC governance structure.

Collaborative Applicant is the Designated Staffing Entity to submit the annual CoC Consolidated Application for funding on behalf of the CoC. It is also the entity that provides staffing support to the Board, inclusive of project management, research and document development, meeting support, and general administrative support.

Continuum of Care (CoC) is the collaborative planning body required by the U.S. Department of Housing and Urban Development (HUD) to coordinate housing and services funding for families and individuals experiencing homelessness. The CoC is composed of individuals and organizations committed to preventing and ending homelessness within the CoC's geographic area, including (but not limited to): nonprofit homeless assistance providers, victim service providers, faith-based organizations, government agencies, businesses, advocates, public housing agencies, mental health agencies, hospitals/healthcare providers, universities, affordable housing developers, justice partners, veteran service organizations, and person with lived experience of homelessness (PLEs).

Coordinated Entry is a centralized or coordinated process designed to coordinate program participant intake, assessment, and provision of referrals.

Coordinated Entry System (CES) Lead is the Designated Staffing Entity responsible for implementation and day-to-day operations of the CoC's coordinated entry system.

Designated Staffing Entity refers to an agency that the CoC Board has designated to fulfill system level staffing functions, including the HUD-required roles of Collaborative Applicant, Coordinated Entry System Lead, and Homeless Management Information System (HMIS) Lead.

Ex Officio: Denoting or relating to a member who holds their seat on the CoC as a result of the agency or group they represent. Individuals in ex officio seats are not subject to the application and selection procedures outlined in this charter, but instead are appointed. Some ex officio seats are fixed (not subject to term limits), while others are rotating (subject to term limits).

Homeless Management Information System (HMIS) Lead is the Designated Staffing Entity responsible for administration and oversight of the community's Homeless Management Information System (HMIS) on behalf of the CoC's.

Standing Committees are part of the Board's organizational structure. They are permanent committees established by Charter with an established set of responsibilities that meet regularly and continue from one year to the next, unless the Board determines the body is no longer needed and votes to disband the body. Standing Committees report to the Board, and membership (voting seats) are determined by the Board.

Standing Designee is an individual who has an ongoing role to serve in an ex officio seat on behalf of his/her/their principal and represent the designated agency in CoC proceedings. It is an established designation rather than a one-time assignment.

Strategic Committees are part of the Board's organizational structure. They are time-limited committees established by Board vote to carry out a specific assignment (or related set of assignments) that meet regularly until it has completed the purpose for which it was formed. Strategic Committees report to the Board, and membership (voting seats) are determined by the Board.

Subcommittees are standing bodies established by a simple majority vote of committee members to help the committee fulfill a specific duty that is anticipated to be ongoing in nature from one year to the next. Subcommittees will report up directly to the originating committee, who will then be responsible for bringing issues to the Board. Any exceptions to this structure (e.g., in the instance that a subcommittee is asked to support another committee on a project or deliverable) will be documented in annual committee work plans.