

MEMORANDUM OF UNDERSTANDING

Between

The Maricopa Regional Continuum of Care Board of Directors

and

Human Services Campus, Inc. dba Keys to Change

November 17, 2025

I. MOU Purpose

This Memorandum of Understanding (MOU) confirms agreements between the Maricopa Regional Continuum of Care Board of Directors, the lead decision-making body for the CoC in Maricopa County, and its designated Coordinated Entry System (CES) Lead for single adults inclusive of families without minor, dependent children. In accordance with the CoC's Governance Charter, the CoC Board has designated *Human Services Campus, Inc. dba Keys to Change* as the CES Single Adult Lead Agency.

The purpose of this MOU is to set forth general understandings, roles and responsibilities, terms, and conditions of each party related to the governance and operation of the CoC's CES. The CoC Board and the CES Single Adult Lead (collectively, "the parties") will work together to ensure that Maricopa Regional CoC achieves its strategic goals related to coordinated entry and to provide the support mutually agreed upon by the parties consistent with this MOU and written policies and procedures.

II. Background

CES is mandated by the U.S. Department of Housing and Urban Development (HUD) for all communities and agencies receiving HUD HEARTH Act funding, projects provided through HUD's federal partners, and any state or locally funded projects, as required by those funders. Through CES, individuals and families experiencing homelessness benefit from improved accessibility to homeless assistance and services, improved coordination within and between agencies, enhanced system capacity, and ensuring programs are meeting a community need in ending homelessness.

III. Definitions

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 Committee is the committee of the CoC Board responsible for guiding and overseeing operation and ongoing evaluation and system improvements of the CoC's CES.

Coordinated Entry System (CES) Lead is the designated agency responsible for implementation and day-to-day operations of the CoC's CES.

Department of Housing and Urban Development (HUD) is the federal government agency that implements and regulates the Continuum of Care program under the terms of 24 CFR Part 578 (Interim Rule).

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 Entity System Lead, and Homeless Management Information System (HMIS) Lead.

Homeless Management Information System (HMIS) Lead is designated by the CoC to manage the CoC's Homeless Management Information System (HMIS) on the CoC's behalf.

CoC Board is the primary governing body of the CoC, as outlined in the CoC's Governance Charter. The Board may delegate specific responsibilities under this MOU to its committees.

IV. General Understandings

A. Funding

1. HUD Grant(s): CES management activities are funded in part by the HUD CoC CES grant. The CoC authorizes the CES Single Adult Lead to apply for and administer the CoC CES grant funds. The terms and uses of HUD funds are governed by the HUD grant agreement and applicable rules.
2. Cash Match: The CoC and ESG HUD grants require a cash match. The CES Single Adult Lead is responsible for providing the commitment of the required local match for the CES grants. In addition to cash match, the CoC encourages the use of leveraged funds to maximize resources for CES.

B. Assignment of Responsibilities

The CES Single Adult Lead may not assign rights or responsibilities of this MOU, other than specifically outlined in this MOU, to any other third party without the

recommendation of the Coordinated Entry Committee and the approval of the CoC Board, as evidenced in CoC Board meeting minutes.

C. No Contractual Rights or Obligation

The Parties agree to work together under this MOU while keeping their own independence. This MOU does not create a legal partnership or new organization. Each Party is fully responsible for covering its own costs related to this collaboration. This MOU does not override or interfere with any past or future agreements between the Parties. It also does not require the Parties to work only with each other. Finally, this MOU does not involve any financial commitments or create any legal obligations or rights for anyone outside of the Parties.

D. Timelines

The timeline for review of materials and activities will be negotiated and agreed upon by the Board and the Coordinated Entry Lead when feasible. In instances where a specific timeline is not established, reviews will proceed in a timely manner, with both parties maintaining open communication to ensure reasonable progress.

V. Roles & Responsibilities of Parties

A. CoC Board of Directors

1. General

The CoC Board functions as the lead decision-making body that guides the overall direction of the CoC, responsible for ensuring compliance with HUD requirements, supporting coordination among stakeholders, and ensuring that resources are effectively aligned to maximize impact. To support the Board in fulfilling these functions, the Board retains final decision-making/approval authority on all key requirements, policy decisions, and deliverables that are the purview of the CoC.

The Board uses its committee structure, as outlined in the CoC Governance Charter, to ensure the work assigned to designated staffing entities is guided by the broader perspectives and insights of CoC members. In the case of all CES-related work, the Coordinated Entity Committee is responsible for working with the CES Single Adult Lead to guide and oversee system design, implementation, and monitoring efforts.

2. Specific Responsibilities

The responsibilities of the Board – working through its committee structure, as outlined in the CoC’s Governance Charter – include the following:

- a. Design the process for recompeting the CES Single Adult Lead role minimally every 4-6 years, in accordance with the CoC's Charter.
- b. Coordinate with the CES Single Adult Lead on the identification of priorities relative to available funding/staff capacity using the Coordinated Entry Committee's board approved annual work plan to identify needs
- c. Conduct an annual review of this MOUs to ensure duties and expectations of partners are clearly outlined and consistent with available funding resources.
- d. Oversee the process to recruit and appoint CoC representatives with relevant subject matter expertise to serve on the Coordinated Entry Committee, ensuring the committee always has adequate membership to maintain quorum.
- e. Provide timely review, comment, and/or approval of the Coordinated Entry Committee's annual workplan, which should be developed in coordination with the CES Single Adult Lead to ensure alignment or work priorities and use of staff time/resources.
- f. Provide timely review, comment, and adoption (as applicable) of all Coordinated Entry policies, procedures, manuals, reports, and other deliverables to ensure the CES Single Adult Lead has clear guidance and can move forward efficiently with system improvement activities.
- g. Provide monitoring of the CES System, with particular emphasis on goals related to access, equity, and system efficiency.
- h. Provide oversight of the CES Single Adult Lead's performance and compliance with HUD and CoC requirements, as outlined by federal regulations, HUD guidance, this MOU, and other locally approved policies.
- i. Facilitate the integration of other systems of care, including (but not limited to) intimate partner violence, veterans, justice system, and healthcare/behavioral health.
- j. Serve as a resource for grievances regarding the CES.

B. CES Single Adult Lead

1. General

The CES Single Adult Lead is responsible for the day-to-day implementation, operation, and monitoring of the CoC's CES. The CES Single Adult Lead operates the Brian Garica Welcome Center as a 24/7 access point, managing and administering all CES operations for unaccompanied adults that enter the system at this access point.

The CES Single Adult Lead is responsible for working with the Board's Coordinated Entry Committee to identify challenges and opportunities, solicit feedback, troubleshoot issues, and identify areas for improvement. It is the responsibility of the CES Single Adult Lead to draft content for all required deliverables, working with committee members to solicit feedback and ultimately approval prior to delivery to the Board.

The CES Single Adult Lead is responsible for ensuring there is appropriate decision making authority represented at Coordinated Entry committee related meetings, workgroups and agenda settings in alignment with the charter.

If the CES Lead is sub-contracting or has a MOU in place for any portion of the CES process, the board may request a copy of that agreement for review

The responsibilities outlined in sections B.2 – B.10 below are contingent on continued receipt of the HUD CoC grant funding and its matching funds. Should either the funding amount or grant terms change, the responsibilities outlined below may need to be renegotiated.

2. CES Staffing and Training

The CES Single Adult Lead shall:

- a. Recruit, train, and manage highly qualified staff to operate the CES, regularly monitor their performance, and provide continued professional development and skill building opportunities; and
- b. Ensure that at least annually, training has been provided to Coordinated Entry staff administering assessments at all access points. Annual training shall include motivational interviewing, trauma informed care, safety planning, diversion, assessment, and HMIS.

3. Partner Coordination

The CES Single Adult Lead shall:

- a. Update operational MOUs with each participating agency annually, reviewing resource portfolio, eligibility criteria, and processes for referrals;
- b. Work collaboratively with Street Outreach, Emergency Services, and Prevention programs to coordinate services, make appropriate referrals, and capture data to monitor system effectiveness; and
- c. Work collaboratively to create partnerships including (but not limited to) churches, food pantries, libraries, transit stations, etc. to coordinate services, expand the network. make appropriate referrals, and capture data to monitor system effectiveness

4. Outreach, Access, and Assessment

The CES Single Adult Lead shall:

- a. Work with the CoC and Coordinated Entry Committee to ensure funded and appropriate access points cover the entire geographic area;
- b. In coordination with the Coordinated Entry Committee, update relevant sections of the CES Operations Manual at least annually, which documents all

written procedures to be consistently implemented among staff and access points;

- c. Develop/provide marketing materials for the CES as to distribution and advertisement of materials in areas where people experiencing or at risk of homelessness may frequent, including (but not limited to) churches, food pantries, libraries, transit stations, etc.;
- d. Ensure that the coordinated entry process is easily accessed by individuals and families seeking housing or services by providing services at least 40 hours a week;
- e. Operate a phone system in both English and Spanish. Answer live calls when possible and respond to all phone messages within 72 hours of receipt;
- f. Take reasonable steps to ensure the coordinated entry process can be accessed by persons with Limited English Proficiency;
- g. Ensure fidelity to assessment tool and approach across all access points, and ensure all access points are usable by all people (given household type is eligible)
- h. Provide a clean, safe, confidential space in which to provide services;
 - i. Provide quality diversion services to all households seeking services, taking every opportunity to resolve the housing crisis outside of the homeless services system; and
 - j. For households who are not diverted or for whom diversion fails, provide an initial, comprehensive assessment for housing and services that includes use of the standardized assessment tool approved by the CoC Board to ensure equal access.

5. Client Prioritization and Referrals

The CES Single Adult Lead shall:

- a. Establish, in coordination with the Coordinated Entry Committee, written standards for evaluating household eligibility and determining and prioritizing which households will receive different types of assistance;
- b. Establish, in coordination the Coordinated Entry Committee, written prioritization protocols and guidelines for the Coordinated Entry System;
- c. Prioritize households within the CoC's geographic area for referral to housing and services according to the Board-approved prioritization protocols;
- d. Document criteria used for uniform decision-making across access points and staff;
- e. Maintain By Name Lists for each intervention and make timely referrals (within 72 hours) to programs as units become available;
- f. Process and track referrals using Maricopa CoC HMIS system in accordance with relevant HMIS Coordinated Entry procedures.
- g. With direct access to HMIS data, use assessment data and established eligibility criteria to prioritize individuals for housing resources and referrals; and

- h. Work with members who are nearing referral to ensure they are referred to community resources to obtain birth certificates and identifications.

6. Protecting Client Safety and Confidentiality

The CES Single Adult Lead shall:

- a. Ensure safety and confidentiality of households who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from non-victim specific providers; and
- b. Ensure adequate privacy protection of all participant information based on CoC written policies approved by the CoC Board

7. CES Monitoring and Oversight

The CES Single Adult Lead shall:

- a. In coordination with the HMIS Lead and Collaborative Applicant, develop dashboards and/or other tools needed to monitor system access and system outcomes for all subpopulations;
- b. Provide feedback to the Collaborative Applicant on areas of CoC project monitoring as it relates to CES participation; and
- c. Solicit feedback at least annually from participating projects and persons with lived experience in partnership with the Coordinated Entry Committee. Solicitations must address the quality and effectiveness of the entire coordinated entry experience for both participating projects and households, and appropriate feedback methodologies may include the following:
 - 1. Surveys designed to reach either the entire population or a representative sample of participating providers and households;
 - 2. Focus groups of five or more participants that approximate the diversity of the participating providers and households; and
 - 3. Individual interviews with participating providers and enough participants to approximate the diversity of participating households.
- d. Summarized results of solicited feedback will be provided to the CoC Board annually.

8. CES Grant Administration

The CES Single Adult Lead shall:

- a. Prepare and submit the HUD CES project application (NOFA) in e-snaps;
- b. Develop an annual budget for review by the Board;
- c. Identify and commit matching funds to support HUD-eligible CES activities;
- d. Manage grant spending and maintain all fiscal documentation and records;
- e. Administer the reimbursement process and maintain supporting records;

- f. Ensure regular (minimum quarterly) HUD grant drawdowns;
- g. Submit the Annual Performance Report (APR) in SAGE;
- h. Provide required documentation to the Collaborative Applicant for grant monitoring and evaluation.

9. HMIS Data Entry and Sharing

The CES Single Adult Lead and all access points must use HMIS and comply with HMIS data entry, reporting and sharing needs, in a timely manner, per the guidance of the Coordinated Entry Committee and CoC Board.

10. Compliance with HUD Requirements and CoC Standards

The CES Single Adult Lead must operate in compliance with HUD regulatory requirements, coordinated entry technical standards, grant conditions, and any other applicable guidance documents. The CES Single Adult Lead must also comply with all Board approved CES policies and procedures.

VI. Collaboration Between the CES Single Adult Lead and Collaborative Applicant

The CES Single Adult Lead and Collaborative Applicant agree to work in close partnership to ensure effective oversight and implementation of the CoC's Coordinated Entry System. The Collaborative Applicant will provide backbone support for the committee, including convening chairs and CE Lead staff for agenda planning/meeting prep conversations, managing meetings logistics, supporting facilitation, and developing meeting minutes. The CES Single Adult Lead will be responsible for substantive content, including drafting CES policy and procedure documents, managing timelines and workplans related to CES deliverables, and leading the development and refinement of system processes. Both parties commit to maintaining open communication, sharing relevant updates, and collaborating to ensure the Coordinated Entry System is compliant, responsive, and aligned with the CoC's broader strategic goals.

VII. Duration, Requirement to Recompete, and Review of MOU

Except as provided in Section IX (Termination), the duration of this MOU shall be from the date that the MOU is executed through December 31, 2026. As outlined in the CoC Governance Charter, 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. Following the initial term date, this MOU shall automatically renew on an annual basis unless either party provides written notice identifying the need for an update. This automatic renewal shall continue until the next scheduled recompetite period.

Notwithstanding the overarching duration, the MOU will be reviewed on an annual basis by the Board's Executive Committee in accordance with its duties to monitor CoC functioning and support identification of annual priorities. Revisions may be recommended by either party to this

MOU, during the annual review or at any other time should time sensitive issues arise that warrant more immediate attention.

Any modifications or amendments that are mutually agreed upon by and between the parties to this MOU shall be incorporated into the MOU and shall go into effect upon signature of both parties.

VIII. Notices/Communication

Notices shall be mailed, emailed or delivered to:

If to the CoC Board

Matthew Kelly
Housing Manager
Mercy Care
4750 S. 44th Place, Ste. 150
Phoenix, AZ 85040
KellyM5@mercycareaz.org

Timothy Burch
Director of Community Health and Human Services
City of Tempe
3500 S. Rural Rd., Suite 202
Tempe, AZ 85282
Tim_Burch@tempe.gov

If to the Coordinated Entry Single Adult Lead

Amy Schwabenlender
Chief Executive Officer
204 S. 12th Avenue
Phoenix, AZ 85007
AmyS@keystochangeaz.org

VIII. Failure to Adhere to MOU

Failure to adhere to this MOU may result in the institution of a performance improvement plan and/or termination of CES Single Adult Lead designation. If termination occurs, the Coordinated Entry System Single Adult Lead will be compensated for work completed through the termination date, and shall honor all agreements entered into on behalf of the Board. The Coordinated Entry Single Adult Lead shall also support a reasonable transition to a newly designated entity, including transfer of records, continuity of services, and coordination with the Board to minimize disruption.

IX. Termination (Outside or Recompete Periods)

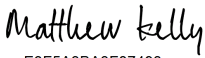
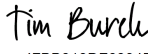
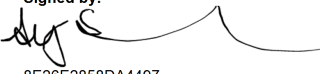
Outside of required recompetite periods, either party may terminate this agreement at any time by providing at least ninety (90) days written notice to the other parties. If the funds relied on to

undertake activities described in this MOU are withdrawn or cancelled, any party may terminate this MOU within sixty (60) days by providing written notice to the other parties. The termination shall be effective on the date specified in the notice of termination, but no sooner than 60 days. If the funds relied on to undertake activities described in the MOU are reduced, or if additional conditions are placed on such funding, the parties agree to attempt an amendment of the scope of work of this MOU prior to termination notice.

Any termination prior to the annual contract end date must be done with the approval and in accordance with the guidance of HUD, including the transfer of relevant funding in proportion to the remaining time on the grant or contract at the point the current CES Single Adult Lead concludes services and transfers responsibilities to the newly designated CES Single Adult Lead.

X. Execution

This MOU is entered and agreed to on behalf of the Maricopa Regional Continuum of Care Board and Human Services Camus, Inc. dba Keys to Change by:

Signed by:  E3F5A3BA3F07493... Maricopa Regional CoC Board, Co-Chair Matthew Kelly, Housing Manager Mercy Care	11/24/2025 Date
Signed by:  47BDB16DF0094F0... Maricopa Regional CoC Board, Co-Chair Timothy Burch, Director of Community Health and Human Services City of Tempe	12/1/2025 Date
Signed by:  8E26E2858DA4497 Coordinated Entry System Single Adult Lead Amy Schwabenlender, CEO Human Services Campus, Inc. dba Keys to Change	12/1/2025 Date