

MEMORANDUM OF UNDERSTANDING
Between
The Maricopa Regional Continuum of Care Board of Directors
and
Maricopa Association of Governments
October 27, 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 Collaborative Applicant. In accordance with the CoC's Governance Charter, the CoC Board has designated Maricopa Association of Governments (MAG) as the Collaborative Applicant.

The purpose of this MOU is to set forth roles and responsibilities, general understandings, and terms and conditions of each party related to the governance and operation of Maricopa County's CoC. The CoC Board and the Collaborative Applicant (collectively, "the parties") will work together and provide the support mutually agreed upon to support the CoC in achieving its strategical goals.

II. 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 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 of Directors 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.

III. General Understandings

A. Funding

1. HUD Grant(s): Collaborative Applicant duties are funded in part by the HUD CoC Planning grant. The CoC authorizes the Collaborative Applicant to apply for and administer Planning Grant funds. The terms and uses of HUD funds are governed by the HUD grant agreement and applicable rules.
2. Cash Match: CoC grants require a cash match. The Collaborative Applicant is responsible for providing the commitment of the required local match for the planning grant. In addition to cash match, the CoC encourages the use of leveraged funds to maximize resources for CoC governance and operations. The source, availability, and use of the leveraged funds will be addressed through collaborative discussions between the board and Collaborative Applicant.

B. Assignment of Responsibilities

The Collaborative Applicant may not assign rights or responsibilities of this MOU, other than specifically outlined in this MOU, to any other third party without the approval of the CoC Board.

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 Collaborative Applicant 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.

IV. Roles and Responsibilities

A. Board of Directors

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

1. System-Level Staffing and Governance

The Board of Directors shall:

- a. Design the process for recompeting the Collaborative Applicant role minimally every 4-6 years, in accordance with the CoC’s Charter.
- b. Designate the agency to serve in the Collaborative Applicant role.
- c. Coordinate with the Collaborative Applicant on the identification of priorities; conduct an annual review of this MOU to ensure duties and expectations are clearly outlined and consistent with available funding resources.
- d. Provide oversight of the Collaborative Applicant’s performance and compliance with HUD and CoC requirements, as outlined by federal regulations, HUD guidance, this MOU, and other Board-approved policies.
- e. Provide timely review of resumes/applications when recruiting new members to serve on the Board or committees in alignment with the CoC governance charter ensuring each body has the needed subject matter expertise and adequate membership levels to maintain quorum. When people with lived experience are applying, exceptions will be made to the requirements as needed, such as not requiring resumes.
- f. Provide timely review, comment, and/or approval of all committee workplans, to ensure alignment of work priorities and use of staff time/resources.
- g. Ensure the Collaborative Applicant receives timely input on meeting agendas and other meetings materials such that the CoC can comply with the notice and documentation provisions of the board’s transparency policy.
- h. Ensure meaningful inclusion of people with lived experience in system planning, decision-making, and evaluation, including ensuring the CoC has resources needed to cover stipends for members with lived experience.

2. Operations

The Board of Directors shall:

- a. Guide the strategic direction of the CoC through creation of strategic plans (minimally every five years) and identification of annual priorities.
- b. Oversee and approve the establishment of system-level performance goals and benchmarks, monitor progress using data from HMIS and other sources, and ensure data is being used to inform policy, programming, and funding decisions.
- c. Provide timely review, decision, and/or approval (as applicable) of grant applications, option memos, strategic plans, policy and procedure manuals, CoC standards, and other deliverables to ensure the Collaborative Applicant and other staffing entities have clear guidance and can move forward efficiently with implementation activities. Exceptions will be allowed to accommodate sensitive funding opportunities.
- d. Ensure that all federally directed operational policies and decisions reflect federal requirements, local needs, and the strategic direction set by the Board.
- e. Lead on partnership development/recruitment of new partners with support from the Collaborative Applicant as needed
- f. In partnership with the Collaborative Applicant, share responsibility for fundraising to expand system-level staffing, if the Board wishes the Collaborative Applicant to expand duties beyond HUD CoC requirements. This will be addressed as a collaborative

partnership between the board and the Collaborative Applicant. Tasks will be assigned based on need, opportunity, and capacity.

B. Collaborative Applicant: Required Duties

In addition to supporting the development and submission of the CoC Program application, the Collaborative Applicant also serves as the backbone organization for the CoC, supporting visioning and planning by the Board, providing project management and administrative support for the Board and committees, fostering communication and alignment across partners, and carrying out day-to-day operations to ensure effective functioning of the CoC.

The Collaborative Applicant is empowered to coordinate and facilitate the activities outlined in this section on behalf of the CoC; however, as described in Section IV.A of this MOU, all plans, policy decisions, and funding decisions must be approved by the Board.

The responsibilities outlined in sections B.1 – B.7 below are contingent on continued receipt of the HUD CoC Planning Grant and its matching funds. Should either the funding amount or grant terms significantly change, the responsibilities outlined below may need to be renegotiated. When/if the responsibilities exceed the capacity of funding available, the board and the Collaborative Applicant will work together to determine how the responsibilities will be brought into alignment with available resources.

1. Preparation of the CoC's Consolidated Application

The Collaborative Applicant is responsible for coordinating the annual development and timely submission of the community's Consolidated Application in response to HUD's CoC Program NOFO. The timeline for this will be determined jointly by the board and Collaborative Applicant in a manner that works within the capacity of the Collaborative Applicant and the need to comply with federal requirements. In this role, the Collaborative Applicant shall:

- a. Design, operate, and follow a transparent, collaborative, process for preparing and submitting the annual CoC NOFO application, including the community's priority-setting, local competition, and ranking process. This includes a NOFO timeline and process to the Board (or designated Committee), consistent with HUD regulations, the CoC Interim Rule, and local priorities. The board will take action on the process developed by the Collaborative Applicant, offering any direction or seeking additional detail as needed.
- b. Issue public notifications of the local competition and ensure broad outreach and engagement opportunities for existing and prospective applicants.
- c. Collect and organize project applications submitted by CoC providers and ensure all required components are submitted accurately and on time.
- d. Coordinate with the HMIS Lead to compile project-level performance and compliance data and provide supporting documentation and scoring materials to the Board or designated committee for use in project evaluation and ranking.
- e. Draft the community's full Consolidated Application, including the CoC Application, Priority Listing, and project-level submissions, ensuring alignment with the Board's strategic direction, HUD guidelines, and CoC performance goals.
- f. Coordinate with the HMIS Lead on completion of the Grant Inventory Worksheet (GIW), and other required data inputs.

- g. Submit the final Consolidated Application to HUD by the federal deadline, after receiving final review and approval by the CoC Board.
- h. Provide a post-submission NOFO debrief to the Board and Committees designated by the board, summarizing outcomes, lessons learned, and recommendations for future improvement.

2. Planning Grant Administration and Resource Planning

The Collaborative Applicant shall apply for, administer, and report on HUD Planning Grant funds to support the CoC's planning, coordination, and compliance functions. In this role, the Collaborative Applicant shall:

- a. Prepare and submit the CoC Planning Grant application to HUD in accordance with applicable regulations and timelines, ensuring alignment with the CoC's governance structure, strategic priorities, and responsibilities defined in this MOU.
- b. Propose an annual Planning Grant budget to the Board of Directors for review and approval, clearly identifying proposed uses of funds in relation to HUD-eligible activities and CoC priorities.
- c. Maintain accurate and auditable financial records related to the use of Planning Grant funds and provide financial reports to the Board at least quarterly, including expenditure tracking, current balances, and projections. The cost for auditing will be covered with planning grant funds. Reasonable notice will be given for audit requests.
- d. Identify and communicate resource gaps, staffing limitations, or unmet system-level staffing needs to the Board, and propose adjustments to this MOU and/or coordinate fund developing activities with the Board in accordance with Section V of this MOU. The board and Collaborative Applicant will work together to address the unmet needs in a way within existing capacity.

3. Strategic Planning, Policy Development, and System-Level Performance Monitoring

The Collaborative Applicant shall support the Board in its responsibility to guide and oversee the community's strategic planning, policy development and system performance functions. In this role, the Collaborative Applicant shall:

- a. At least every five years, coordinate and facilitate the development of a community-wide strategic plan to address homelessness informed by data, stakeholder input, and federal and local priorities.
- b. Draft annual strategic priorities, system goals, and performance targets for review and approval by the Board.
- c. Monitor and analyze system-level performance outcomes and trends, producing reports and dashboards for the Board's review and public transparency.
- d. Draft content for key deliverables, including strategic plans, policy documents, committee reports, and other materials as directed by the Board or outlined in committee workplans.
- e. Coordinate the development, revision, and implementation of CoC system protocols and standards, including (but not limited to) written standards for program eligibility and assistance, and case management standards. Additional protocols, such as shelter facility standards and outreach protocols, may be addressed in working with other partners as needed and available.
- f. Convene partners and lead action planning activities to support implementation of the Board's approved strategies.

- g. Identify gaps, barriers, and emerging needs within the system and recommend strategic and operational responses for Board consideration.
- h. Work with the Executive Committee to align the work of committees and workgroups with the Board's strategic priorities and performance expectations.

4. Compliance and Performance Monitoring of CoC Grant Recipients

The Collaborative Applicant is responsible for coordinating and implementing monitoring activities to support the Board's responsibility of ensuring compliance with HUD requirements and strong program performance. In this role, the Collaborative Applicant shall:

- a. Implement Board-approved policies and protocols for monitoring the performance, compliance, and grant management responsibilities of CoC-funded projects.
- b. Maintain a monitoring calendar and ensure timely execution of required compliance and performance reviews in alignment with HUD expectations and Board direction.
- c. Collect, analyze, and summarize project performance data, compliance findings, and monitoring results, and present actionable reports to the Board and relevant committees.
- d. Track resolution of corrective actions and technical assistance needs identified during monitoring and provide regular updates to the Board and relevant oversight committees.
- e. Maintain monitoring documentation and ensure secure and organized recordkeeping to support audit readiness and transparency. Reasonable notice will be given for audit requests. The Collaborative Applicant will maintain the records internally and make them available per action of the Board.
- f. Provide technical assistance and training to funded providers to support compliance with current HUD standards and regulations.
- g. Incorporate equity-focused performance metrics, community best practices, and feedback from people with lived experience into compliance and performance monitoring activities, in alignment with Board priorities.

5. Point-in-Time (PIT) Count Planning and Implementation

The Collaborative Applicant shall coordinate the planning, execution, and reporting of the annual Point-in-Time (PIT) Count in partnership with the CoC Board, the HMIS Lead, and other designated stakeholders. In this role, the Collaborative Applicant shall:

- a. Lead the development of the PIT Count methodology and project timeline in alignment with HUD requirements and local objectives and present the proposed approach to the Board or designated committee for review and approval.
- b. Provide technical assistance to communities as they recruit and coordinate volunteers, including development and dissemination of recruitment materials, sign-up logistics, and communication of volunteer expectations.
- c. Design and deliver volunteer training sessions, in collaboration with HMIS Lead and community partners, to ensure accurate data collection, safety, and consistency in fieldwork.
- d. If funding is available and capacity exists, procure and distribute necessary supplies (e.g., surveys, maps, incentives, outreach kits, mobile devices) for successful field deployment, in coordination with outreach partners and lead agencies.
- e. Manage day-of execution, including staging locations, team assignments, logistics coordination, and real-time troubleshooting to ensure safe and efficient field operations.

- f. Develop the Housing Inventory Count (HIC) by working with the HMIS Staffing Entity.
- g. Provide administrative support to the HMIS Lead during the post-count period, including assistance with data cleaning and validation, as requested.
- h. Collaborate with the HMIS Lead and relevant CoC committees to interpret PIT Count results and identify key trends, challenges, and opportunities for system improvement.
- i. Draft and disseminate the PIT Count narrative report and required HUD submission materials, incorporating committee feedback and ensuring consistency with federal guidance.
- j. Coordinate public communications related to the PIT Count (e.g., press releases, briefings, summary dashboards) in alignment with Board-approved messaging.

6. CoC Governance Support

The Collaborative Applicant is responsible for providing administrative, project management, and strategic support to the CoC's governance structure to ensure effective, inclusive, and compliant operations. The Collaborative Applicant shall:

- a. Support the Executive Committee with an annual review and drafting/update of the CoC's Governance Charter and related administrative policies and procedures.
- b. Maintain all CoC records, including governance documentation, membership rosters, committee and subcommittee records, policy documents, and historical archives, ensuring secure and organized recordkeeping.
- c. Maintain accurate records related to CoC governance, including membership rosters, data on the demographics and perspectives represented by members, term tracking, and conflict of interest disclosures made by members.
- d. Support the Executive Committee in the annual Call for Expression of Interest (CEI) process to fill vacant and expiring Board and committee seats, including developing a timeline, identifying proposed recruiting priorities and updating the CEI document, circulating the CEI and supporting recruitment, and compiling applications for the Committee's review.
- e. Support each committee in the development of its annual workplan, including facilitation of planning sessions, documentation of priorities and deliverables, and alignment with CoC strategic goals.
- f. Facilitate the onboarding, orientation, and training of new members of the CoC Board and Committees.
- g. Solicit Letters of Interest and facilitate the selection process for Board and committee co-chairs, including compiling applications, presenting candidate information, and supporting voting procedures in accordance with the CoC Charter.
- h. Issue invitations for new general members to join the CoC at least annually and maintain an up-to-date contact list for all CoC members.
- i. Convene committee and Board co-chairs prior to scheduled meetings to support collaborative agenda planning, ensure alignment with strategic priorities, and facilitate preparation of meeting materials as requested by the co-chairs.
- j. Support Board leadership in planning, hosting, and facilitating meetings of the general membership at least semi-annually, or as otherwise indicated by the Board.
- k. Provide project management support to CoC committees, including timeline development, deliverable tracking, and coordination of committee workplans in alignment with Board-approved priorities.

- l. As outlined in the CoC's Governance Charter and supporting documents, provide administrative staffing within existing capacity to governance bodies, including scheduling meetings, convening co-chairs and staff to plan agendas and prepare for meetings, supporting meeting facilitation, supporting the development and posting of meeting minutes, and supporting follow-up on action items.
 - m. Provide administrative and facilitative support to subcommittees and advisory groups established by CoC committees, including scheduling, documentation, and coordination with parent committees. If the requested support exceeds the current capacity of the Collaborative Applicant, they will request the Board to engage in collaborative discussions to prioritize activities and resources to support the work underway. As needed, support may be provided by members of the group, community partners, associates, or other ways that are available and considered appropriate by the Board and Collaborative Applicant.
 - n. Manage communications with CoC membership, including preparing and disseminating updates and addressing inquiries.
 - o. Maintain and update the CoC's public-facing website to ensure timely posting of meeting materials, names and affiliations of members, committee workplans, policy documents, and other governance records.
7. Support for Members with Lived Experience of Homelessness
- The Collaborative Applicant shall work with the Board to ensure that people with lived experience are meaningfully included, supported, and empowered in CoC governance and planning. In this role, the Collaborative Applicant shall:
- a. Support the Board in recruiting individuals with lived experience of homelessness to participate on the CoC's Board, committees/subcommittees, and other governance structures.
 - b. Facilitate onboarding and provide tailored orientation for lived experience members to ensure familiarity with the CoC structure, roles, policies, and purpose of participation.
 - c. Work with Board leadership to identify opportunities for capacity-building and leadership development for individuals with lived experience.
 - d. Work with Board and committee leadership to adjust meeting schedules and address other barriers to participating for members with lived experience.
 - e. Administer stipends for lived experience members, in accordance with Board-approved policies.
 - f. Monitor the inclusion and retention of lived experience members in the governance structure and recommend strategies for improvement to the Board.

C. Collaborative Applicant Duties: As Funding Permits

In addition to items B.1 – B.7 of this section, the Collaborative Applicant shall also support the Board with the following activities, should funding be identified for the Collaborative Applicant to expand staff capacity in accordance with Section V of this MOU. The responsibilities, roles, and timelines will be negotiated among the board and the Collaborative Applicant.

1. Support of Advocacy Activities

The Collaborative Applicant shall support the CoC Board in advancing policy and funding priorities through coordinated, strategic advocacy and public policy engagement. In this role,

the Collaborative Applicant shall, directly or through a third party supported with additional, appropriate funding sources:

- a. Support the CoC Board in identifying and prioritizing system-wide policy, funding, and regulatory issues that impact the local homelessness response system at the state and local level.
- b. Draft advocacy messages, talking points, policy position statements, budget recommendations, or public comment letters, as directed or approved by the Board. This content will be distributed by the board and/or be made available through communication platforms of the board such as the CoC's website.
- c. Monitor and maintain awareness of key legislative and administrative developments affecting homelessness policy and funding, providing timely updates to the Board.
- d. Represent the CoC in advocacy coalitions as approved by the Board and coordinate collective advocacy efforts with other community groups in areas where the Collaborative Applicant does not have a conflict of interest.
- e. Support directly or through a third party in organizing public forums, educational briefings, or advocacy campaigns in support of the CoC's approved positions and resource priorities.
- f. Provide strategic support to the Board in developing and maintaining relationships with elected officials, legislative staff, and key policy stakeholders.
- g. In coordination with the Funders Committee, identify potential funding opportunities or mechanisms and bring forward options to the Board to inform strategic advocacy efforts.

2. Fundraising and Resource Development

The Collaborative Applicant shall support the CoC Board in identifying, pursuing, and leveraging funding opportunities to strengthen and sustain the homelessness response system. This includes activities beyond the HUD CoC Program and is intended to diversify resources in alignment with the Board's strategic direction. In this role, the Collaborative Applicant shall coordinate with the Funders Committee to:

- a. Identify and track potential federal, state, local, and philanthropic funding opportunities aligned with CoC priorities, and bring recommendations to the Board for consideration as appropriate.
- b. Draft and submit competitive funding applications on behalf of the CoC, or in partnership with the Board and other partners, as authorized by the Board.
- c. Assist in the development of case statements, investment proposals, and briefing materials that articulate CoC strategic priorities and resource needs to prospective funders.
- d. Support the Board in building cross-sector partnerships that secure commitments or earmarks from mainstream systems (e.g., health, behavioral health, criminal justice, child welfare) to invest in housing and homelessness solutions.
- e. Participate in joint planning efforts with government partners to align CoC strategies with local budget priorities and funding initiatives, including general fund allocations, federal pass-through programs, or special state appropriations.
- f. Track and report on secured funds, pending applications, and potential funding gaps, and present regular updates to the Board and Fundraising or Finance Committees, as applicable.
- g. Ensure that all fundraising activities are conducted transparently, ethically, and in compliance with applicable laws, grant requirements, and Board-approved strategies.

D. Central Fund Administration

If designated by the CoC Board to serve as a Central Fund Administrator, the Collaborative Applicant shall coordinate the pooling and distribution of resources from multiple funders to support a unified, strategic funding process. In this role, the Collaborative Applicant shall:

- a. Work with the Funders Committee to establish shared investment goals, funding priorities, and eligible uses in alignment with the CoC's strategic plan and equity commitments.
- b. Develop and execute funding agreements or MOUs with contributing funders, ensuring clarity on roles, compliance requirements, reporting expectations, and eligible costs.
- c. Design and manage local NOFOs or RFPs to distribute pooled funds, using a transparent, collaborative process that minimizes burden on applicants and aligns with other funding cycles.
- d. Provide administrative support to funding review panels or Board-designated committees responsible for scoring applications and making funding recommendations.
- e. Administer contracts or subawards, disburse funds, track expenditures, and monitor grantee compliance with funder-specific and CoC-established requirements.
- f. Track and report on the use and impact of pooled funds, including contract performance, spending progress, and outcome achievement, and provide regular updates to funders and the CoC Board.
- g. Maintain sound fiscal and administrative systems to ensure financial integrity, audit readiness, and compliance with all applicable federal, state, local, and philanthropic rules.

E. Communications, Media, and Public Education

In this role, the Collaborative Applicant shall:

- a. Develop and implement a communications strategy, aligned with Board-approved priorities, that promotes transparency, builds public awareness, and supports trust across community partners.
- b. Produce public education materials (e.g., infographics, dashboards, reports) to communicate local trends in homelessness, system performance, and community impact.
- c. Draft press releases, talking points, fact sheets, and other media content at the request of or in coordination with the Board or its designated representatives.
- d. Respond to media inquiries and public records requests in accordance with applicable laws and protocols approved by the Board.

V. Resource Limitations for System-Level Staffing and Shared Responsibility for Resource Development

The Parties acknowledge that the scope of activities outlined in this MOU in Section IV reflects the full range of duties necessary to support an effective, accountable, and high-performing Continuum of Care. However, the Parties further recognize that:

- a. Funding available through the HUD CoC Planning Grant is limited and subject to federal restrictions on eligible activities and allowable costs.
- b. The Collaborative Applicant's current staffing and infrastructure capacity are primarily funded through this Planning Grant and are insufficient to fully support all system-level responsibilities without additional resources.

- c. The CoC Board of Directors shall share responsibility for identifying and securing supplemental funding—including public, philanthropic, and private sources—to support expanded staffing and infrastructure necessary to implement additional strategic priorities or operational needs. The Collaborative Applicant will assist within their existing capacity.
- d. In the event that new or increased funding is secured to support system-level coordination, the Board will consult the Collaborative Applicant on how those funds are allocated, and which tasks or functions are of highest priority to scale based on available capacity, equity impact, and system need; the Board will vote on the final determination of how to proceed.
- e. Any expansion of duties or deliverables for the Collaborative Applicant beyond those feasible within current resource constraints shall be contingent upon mutual agreement and sufficient resourcing. The board and Collaborative Applicant will negotiate an acceptable agreement.

This provision is intended to ensure transparency, avoid overextension of existing capacity, and support sustainable, high-impact implementation of the CoC's goals.

VI. Collaboration Between the Collaborative Applicant and Other Designated Staffing Entities

The Collaborative Applicant, CES Lead, and HMIS Lead agree to work in close partnership to support the effective implementation, oversight, and continuous improvement of the CoC's projects, governance infrastructure, and systemwide strategies, transitioning elements of the work into alignment with this agreement. This includes coordinating support for all CoC committees, subcommittees, and workgroups, as well as collaboration on specific initiatives and deliverables that require cross-functional expertise.

The Collaborative Applicant shall serve as the primary entity responsible for administrative and logistical support to the CoC's governance structure. This includes managing meeting logistics, convening committee chairs and designated staff for agenda planning and meeting preparation, facilitating cross-committee coordination, supporting facilitation, and preparing and posting meeting materials and minutes. The Collaborative Applicant is also responsible for supporting alignment between committee work and the CoC's strategic priorities, regulatory responsibilities, and decision-making protocols.

The CES Lead and HMIS Lead shall each contribute technical, operational, and policy-specific expertise to committee work and CoC initiatives, in alignment with their respective domains. The CES Lead will take primary responsibility for CES design, implementation, policy development, and system refinement. The HMIS Lead will provide leadership on data infrastructure, reporting, and system performance, ensuring alignment with HUD data standards and timely reporting for system monitoring and planning.

All staffing entities agree to maintain regular and open communication, coordinate workplans, and jointly plan meeting support for relevant committees and projects. They shall collaborate to ensure that committee efforts are well-informed, non-duplicative, and responsive to CoC-wide goals.

In the event of uncertainty or disagreement regarding roles, responsibilities, or ownership of tasks, the staffing entities shall meet promptly to clarify expectations and resolve concerns collaboratively. If consensus cannot be reached, the issue may be elevated to the Executive Committee or Board Chairs for guidance.

VII. No Prohibition of Advocacy Activities

The Collaborative Applicant acknowledges and affirms that the Continuum of Care (CoC) Board maintains the independent authority to discuss, adopt, and engage in advocacy related to issues impacting homelessness, housing, and related public policy. Nothing in this MOU shall be construed to prohibit or restrict the CoC Board from holding discussions, taking formal advocacy positions, or engaging in direct advocacy activities, provided such activities are consistent with applicable laws and regulations governing the CoC. The Collaborative Applicant shall not impede or interfere with the Board's ability to fulfill this function.

VIII. Duty to Provide Legal Counsel for the Board

The Collaborative Applicant agrees to secure and provide independent legal counsel to the CoC Board to support the Board in fulfilling its responsibilities under the federal CoC Program regulations and this MOU. Such legal counsel shall serve the interests of the CoC Board and operate independently from legal counsel representing the Collaborative Applicant in its organizational capacity. The purpose of this provision is to ensure that the CoC Board has access to impartial legal advice on matters related to governance, compliance, and fiduciary obligations, particularly where interests may diverge between the Board and the Collaborative Applicant. If the legal counsel requested by the board is not eligible for federal funding and part of an approved budget and grant awarded to the CoC, the Collaborative Applicant will work with the board to identify and secure additional funding as needed.

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

Except as provided in Section XII (Termination), the duration of this MOU shall be from the date the MOU is executed through December 30, 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 recompete 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.

X. 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@mercycaresaz.org

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

- If to the Collaborative Applicant

Amy St. Peter
Community Initiatives Director
Maricopa Association of Governments
302 N. First Ave., Suite 200
Phoenix, AZ 85003
AStPeter@azmag.gov

XI. 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 the Collaborative Applicant designation. If termination occurs, the Collaborative Applicant will be compensated for work completed through the termination date, and shall honor all agreements entered into on behalf of the Board. The Collaborative Applicant 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.

XII. Termination (Outside of Recompete Periods)

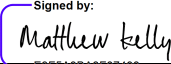
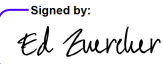
Outside of required recompetite periods, either party may terminate this agreement at any time by providing at least ninety (90) days written notice to the other parties. If the funds relied on to undertake activities described in this MOU are withdrawn or cancelled, any party may terminate this MOU 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 Collaborative Applicant concludes services and transfers responsibilities to the newly designated Collaborative Applicant.

XIII. Execution

This MOU is entered and agreed to on behalf of the Maricopa Regional Continuum of Care Board and Maricopa Association of Governments by:

Signed by:  _____ Maricopa Regional CoC Board, Co-Chair Matthew Kelly, Mercy Care	11/3/2025 _____ Date
Signed by:  _____ Maricopa Regional CoC Board, Co-Chair Timothy Burch, City of Tempe	10/31/2025 _____ Date
Signed by:  _____ Collaborative Applicant Ed Zuercher, Executive Director Maricopa Association of Governments	10/30/2025 _____ Date