



Arizona Balance of State Continuum of Care Governance Charter

Approved by the Governance Advisory Board

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Arizona Department of Housing

United Funding Agency and

Collaborative Applicant for the AZBOSCOG

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* 24 CFR Part 578, Homeless Continuum of Care Program

<https://www.ecfr.gov/current/title-24/subtitle-B/chapter-V/subchapter-C/part-578>

1. PURPOSE

Homelessness is unacceptable in Arizona. All individuals and families have the right to safe, affordable housing in healthy communities with access to a network of supportive services. In pursuing AZBOSCOG goals of ending homelessness through housing and supportive services, the AZBOSCOG Governance Advisory Board is committed to addressing social justice and racial equity in all CoC activities.

This Charter identifies the mission, purpose, composition, roles, responsibilities, and committee structure of the Arizona Balance of State Continuum of Care (AZBOSCOG).

Consistent with the requirements of the HEARTH Act (24 CFR §578), the AZBOSCOG is a collaborative and inclusive community-based process responsible for planning and managing homeless assistance resources and services effectively and efficiently across the AZ Balance of State geographical area. AZBOSCOG coordination includes a system of outreach, diversion, coordinated entry, engagement, and assessment; emergency shelter; rapid rehousing; transitional housing; permanent housing; and prevention strategies to address the various needs of persons who are experiencing homeless or at risk of homelessness.

The Continuum geographic area includes thirteen (13) counties: Apache, Coconino, Cochise, Gila, Graham, Greenlee, La Paz, Mohave, Navajo, Pinal, Santa Cruz, Yavapai, and Yuma.

The AZBOSCOG assists persons at-risk of homelessness and persons who are experiencing homelessness through coordination, development, planning, education, advocacy and evaluation of housing and services. The AZBOSCOG provides planning and operational support to the continuum of care process including providing leadership for the Homeless Management Information System (HMIS).

Per this Charter and approval of the Governance Advisory Board, the Arizona Department of Housing, as Collaborative Applicant and Unified Funding Agency (UFA), has the authority to submit the AZBOSCOG collaborative application which includes specific projects as well application for planning funds and UFA specific funds [24 CRF §578.9].

2. MISSION

The mission of the AZBOSCOG is to end homelessness within the communities included in its geographic area. To achieve the end of homelessness, the CoC is a collaborative network that assists eligible entities in obtaining the necessary funding needed to help individuals and families who are experiencing homelessness attain and maintain economic self-sufficiency. CoC activities are conducted in alignment with *All In: The Federal Strategic Plan to End Homelessness* (<https://www.usich.gov/federal-strategic-plan/overview>) as well as in compliance with all Federal, State and local laws and statutes.

Core Values

The core values of the AZBOSCOG are:

- All services are provided to ensure choice, dignity and respect.
- Services are focused on individual need.
- Policies, services, administration are implemented to ensure equity, diversity, and fairness.

- Service priorities are based on need and acuity.
- All services are focused on ending homelessness of the participating household
- Good stewardship and fiduciary responsibilities are met at all levels..
- All voices and perspectives are critical to ensure services are aligned with need in each community in the AZBOSCOC.
- Individuals who have had lived experience are critical to informing services and policies.
- Policies and service delivery systems are reviewed regularly so that improvements and changes are made to meet the current environment and challenges.
- Transparency in decision making is incorporated at all levels of policy and services.

3. STRATEGIES

The AZBOSCOC utilizes the following strategies to address homelessness in the Balance of State geographic area:

- Coordinate a housing and service system within its geographic region that meets the needs of those experiencing homelessness, including unaccompanied youth, individuals, and families. At a minimum, this system encompasses:
 - ✓ Outreach, engagement, diversion, and assessment;
 - ✓ Coordinated Entry;
 - ✓ Shelter, housing, and supportive services; and
 - ✓ Prevention strategies.
- Action and processes to ensure equity, diversity and social justice.
- Identify housing needs of those at risk of or experiencing homelessness.
- Increase access to permanent housing through rapid re-housing, transitional housing, permanent supportive housing, and move on strategies.
- Increase access to other mainstream resources to promote housing stability.
- Coordinate services with emergency shelters including domestic violence shelters.
- Evaluate and improve performance of services within the Balance of State through monitoring, data collection and analysis.

4. ORGANIZATION

A. AZBOSCOC Membership:

The AZBOSCOC is comprised of representatives from Local Continuums/Coalitions to End Homelessness (LCEH), statewide partners, and other key stakeholders.

- The LCEHs are county-based and represent geographically and culturally diverse communities throughout the State of Arizona. The LCEH includes members who are representative of local programs, community agencies, and other community stakeholders. The CoC planning dollars and state funds are used to further the goals of the AZBOSCOC by allocating funds to each LCEH to support local (county) efforts related to planning and implementing strategies to end homelessness in local communities. Efforts are supported through local meeting, coordinated entry, case conferencing, and coordination of services.

- The LCEH designates a lead agency to enter into a contract (for funding support from CoC planning and state funds) with ADOH. As of 2024, all 13 counties in the AZBOSCOC are part of an established LCEH:

Apache County	Cochise County	Coconino County
Gila County	La Paz County	Mohave County
Navajo County	Pinal County	Santa Cruz County
Yavapai County	Yuma County	

- Statewide agency partners include: The Arizona Department of Education (McKinney Vento services), The Arizona Department of Economic Security (Emergency Solutions Grants and Domestic Violence programs) the Arizona Health Care Cost Containment System (AHCCCS) (Arizona’s Medicaid integrated health care/behavioral health services) and Veteran organizations (Southern Arizona VA Health Care System, Northern Arizona Veterans Health Care System). In addition, statewide advocacy organizations participate as well. They include the Arizona Housing Coalition and the Arizona Coalition to End Sexual and Domestic Violence.
- The AZBOSCOC coordinates with the other two independent continuums in Arizona through regular conference call meetings and other meetings as needed including doing joint projects. The collaborative applicants for these are Maricopa Association of Governments (MAG) for Maricopa County and Tucson Pima Collaboration to End Homelessness for Pima County.

B. The Governance Advisory Board:

Membership

The Governance Advisory Board (GAB) is responsible for providing planning, coordination, guidance and direction for the use of U.S. Department of Housing and Urban Development (HUD) HEARTH CoC resources. The GAB has fifteen (15) members. The following are permanent sector representatives nominated by the identified agency or entity

- The Special Needs Administrator from the Arizona Department of Housing (ADOH). This individual is a co-chair for the GAB. At the Special Needs Administrator’s discretion, the ADOH Continuum of Coordinator may act on behalf of the Special Needs Administrator as a co-chair. This representative is a permanent position and not subject to term limits.
- One (1) representative from the Arizona Department of Education’s (McKinney/Vento Homeless Liaison). This representative is a permanent position and not subject to term limits.
- One (1) representative from the Arizona Department of Economic Security who has direct responsibility for the Emergency Solutions Grants Program (ESG) and Domestic Violence Services. This representative is a permanent position and not subject to term limits.
- One (1) representative from the Arizona Health Care Cost Containment System (AHCCCS), Arizona’s Medicaid administrator overseeing integrated physical and behavioral health care. This representative is a permanent position and not subject to term limits. One (1) representative from the Arizona Housing Coalition. This representative is a permanent position and not subject to term limits.
- One (1) representative from the Arizona Housing Coalition.
- One (1) representative from the Arizona Coalition to End Sexual and Domestic Violence.

The remaining nine members represent other key stakeholders including but not limited to:

- At least one (1) individual who has lived experience (homeless or formerly homeless). The individual(s) that are representative of this sector may represent other demographic groups or stakeholders.
- At least one (1) member or representative from one of the AZBOSCOC's recognized Native American/American Indian tribal communities.
- A maximum of five (5) members can be CoC subrecipients in order to avoid potential conflicts of interest. No subrecipient agency can have more than one (1) person on the Governance Advisory Board.

Selection

The GAB ensures its membership generally reflects the demographic and geographic diversity of the population experiencing homelessness within the AZBOSCOC. The individual(s) may also represent other stakeholders or demographic group.

An annual recruitment process takes place in November/December (although vacancies may be filled as needed throughout the year using the open process described above). The purpose of this timing is to provide sufficient time for selection and orientation at the Governance Advisory Board annual planning meeting/retreat that generally takes place in April. Recruitment of new members is completed through public invitation and is accomplished through the ADOH Information Bulletin and through distribution to the LCEH networks. Interested individuals complete an application outlining their interest and focus.

Current members review the applications and selection is made through discussion and consensus of current board members. Factors that are taken into consideration include sector and geographic representation of the potential member.

Terms

As of this update (April 2024) of this charter, the Governance Advisory Board is in the process of realigning membership terms that were disrupted during COVID when term limits were suspended to provide continuity during the AZBOSCOC transition to becoming a UFA and the challenges that occurred because of COVID. In addition, with ADOH on behalf of the AZBOSCOC, becoming a United Funding Agency, Governance Advisory Board member terms will align to the AZBOSCOC contract year which is July to June:

- New members serve a two (2) year term.
- Members of the Governance Advisory Board may serve two (2) consecutive two (2) year terms and then must wait one (1) year before serving again.

Officers

The Governance Advisory Board has two officers, The ADOH Special Needs Administrator is the permanent co-chair for the GAB. (As noted above, the ADOH Special Needs Administrator may designate the ADOH CoC Coordinator as a co-chair.) The Co-Chair is nominated and voted upon by the members during the annual GAB planning meeting which takes place in March/April of each year.

Operation of the Governance Advisory Board

- Governance Advisory Board meetings are held at a minimum, on a bi-monthly basis and are held virtually or in person as appropriate.
- The vote of a majority of members present and voting at a meeting at which quorum is present is enough to constitute an act of the Governance Advisory Board. A quorum for the Governance Advisory Board is two-thirds of the official membership (currently 10 of the 15 members).
- Members that fail to attend regularly scheduled meetings due to an unexcused absence shall be subject to removal from the Governance Advisory Board by a vote of the Board if they attend less than seventy-five percent (75%) of meetings that occurred.
- Meeting notes are taken at each meeting and are reviewed and approved by members at the subsequent meeting.

Governance Advisory Board Responsibilities

The Governance Advisory Board has specific responsibilities related to ADOH's status as a United Funding Agency:

The Governance Advisory Board provides approval for ADOH as the UFA/Collaborative Applicant to perform the following activities to comply with 24 CFR 578.11 without individual action by the Board for each item. ADOH activities include:

- Oversees day to day operation of the AZBOSCOC including determination of staffing levels to perform CoC and UFA duties.
- Establish and maintain AZBOSCOC financial policies
- Monitor and issue subrecipient corrective action consistent with AZBOSCOC and ADOH established policies which may include temporary (less than 6 month) change in subrecipient to maintain programs/services.
- Issue subrecipient contracts and distribute funds per HUD awards.
- Utilize UFA authority to adjust current contracted funding amounts within UFA discretionary limits (less than 10% of budget awarded line items)
- Coordinate state and CoC planning funds to support LCEH activities (LCEH consent)

Additional Board responsibilities include:

- The Board reviews and approves the Governance Charter annually (generally at the planning/retreat meeting) to ensure it remains consistent with the CoC's objectives and responsibilities in accordance with the HEARTH Act and HUD regulations.
- Provide direction and leadership for the annual NOFO application and data collection processes.
- Coordinate with ESG programs.
- Formal decisions regarding project priorities and ranking for submission in the annual NOFO include approval of reallocation of funds in conjunction with the annual NOFO process and final submission of the NOFO collaborative application.
- Strategic planning and goal setting.
- Participation in standing committees as appropriate. In addition to Board members, standing committee membership is composed of representatives identified by the LCEHs,

persons with lived experience, content experts, and other stakeholders.

- Align and coordinate AZBOSCOG with other homeless assistance and mainstream resources.
- Receive reports and recommendations from standing committees and ad-hoc workgroups.
- Ensure that all necessary activities (i.e., Point In Time Count) are implemented throughout the geographic area of the CoC.
- Approves policies and procedures related to the operation of the AZBOSCOG.

C. AZBOSCOG Standing Committees:

The following standing committees facilitate the work of the CoC: Local Continuum/Coalition to End Homelessness Leads, HMIS, Coordinated Entry, Justice, Equity, Diversity, and Inclusion (JEDI), and Veteran Programs. In addition, there are two annual ad hoc committees including Project Review and Evaluation and Point In Time Count. These two committees are formed each year for their respective specific purposes.

Representation for the standing committees are composed of LCEH members and other content experts. Committee membership occurs through identification by the LCEH, invitation, and individuals volunteering to participate. All standing committees have a chair that is identified by the committee membership. ADOH staff chairs the HMIS committee since ADOH is the HMIS Lead Agency.

In addition to the standing committees, ad hoc workgroups are established from time-to-time to complete specific tasks. The chair of these ad hoc groups will provide updates about activities to the Governance Advisory Board as needed.

Responsibilities of the AZBOSCOG Standing Committees:

Local Continuum/Coalition to End Homelessness (LCEH) Leads Committee Responsibilities

The LCEHs operationalize strategies to end homelessness in their local communities. The Leads are representatives from the agencies that ADOH contracts with to facilitate the process. LCEH responsibilities include:

- Establishment of a an LCEH Governance Charter that meets local needs and is aligned with the overall tenets of the AZBOSCOG.
- Implementation of coordinated entry, case conferencing and management of the By Name List that meets local needs and includes relevant local stakeholders.
- Organization of the yearly unsheltered Point in Time count for the LCEH geographic area (county).
- Development and implementation of a strategic action plan.
- Strategies for social equity and racial justice implemented through the local continuum of services.
- Ensure representation from a broad spectrum of local stakeholders such as persons with lived experiences, domestic/victim service providers, health care and behavioral health providers, housing providers, property management, government at local and county levels, faith based organizations, emergency shelters, veteran programs, food banks, advocates, youth serving organizations, first responders, justice system representatives and others.

HMIS Committee Responsibilities

- Operate as outlined in the HMIS Governance Charter working with ADOH as the HMIS Lead Agency.
- Meet the HUD requirements to record and store client-level information on the characteristics and service needs of persons experiencing homelessness.
- Utilize a HUD approved software system.
- Provide expertise to ensure effective operation of HMIS.
- Review of HMIS policies and procedures, at a minimum, annually.
- Assure compliance through review of quarterly data quality reports.
- Review how HMIS is functioning on a provider level.
- Develop data quality plans, security plans, and policies and procedures by which HMIS will be governed.

NOTE: The HMIS system is not applicable to agencies that meet the HUD definition of a domestic violence service provider who are required to use a comparable alternative system that meets HUD requirements.

Coordinated Entry Committee Responsibilities

- Establish policies and procedures that align HUD requirements and expectations.
- Review and revise policy and procedures annually.
- Establish training strategies for implementation with LCEHs.
- Monitor quality of Coordinated Entry, By Name List, and Case Conferencing activities at the LCEH level.
- Ensure Emergency Transfer Planning processes, as meet the requirements of 24 CFR 880.613 and the 2022 Reauthorization of the Violence Against Women Act (2022), are documented in both the AZBOSCOG Coordinated Entry Policy and in the LCEH's Coordinated Entry Policies that define processes at the community level.

Veterans Programs Committee Responsibilities

- Ensure effect communication among agencies serving veterans through a variety of programs including CoC, SSVF, GPD, and VASH.
- Create efficient referral services and identify and address gaps in services.
- Review the utilization of the By-Name List of all known veterans experiencing homelessness.

JEDI (Justice, Equity, Diversity, Inclusion) Committee Responsibilities

- Provide technical assistance and training to the Governance Advisory Board and LCEHs.
- Provide input into policies and procedures developed for implementation to ensure alignment with social justice and racial equity tenets.
- Provide guidance to the LCEHs and advise the Governance Advisory Board related to the AZBOSCOG activities that align to the commitment of social justice/racial equity.
- Review data periodically to inform the committee's work.

Ad Hoc: The AZBOSCOC through the GAB establishes Ad Hoc Committees/Workgroups in addition to the Standing Committees identified above to support the requirements and activities of the AZBOSCOC and GAB. Ad Hoc Committees will meet as frequently and for the duration needed to accomplish their identified functions. At minimum, the AZBOSCOC charters the following Ad Hoc Committees on an annual basis to perform the functions described:

Project (Bonus and Renewal) Review Committee(s) Responsibilities

- Develop and update annually the evaluation tool(s).
- Review, score, and rank renewal projects and new projects that will be submitted during the annual NOFO process.

Point In Time Count Committee Responsibilities

- Plan for and conduct, annually, a point in time count of persons who are homeless within the geographic area that meet the following:
 - ✓ Persons who are experiencing homelessness and living in a place not designed or ordinarily used as a regular sleeping accommodation for humans will be counted as unsheltered.
- Review point in time count surveys and data collection tools.
- Support the logistics of the Point In Time count.

5. ADOH ROLE AND RESPONSIBILITIES

The Arizona Department of Housing (ADOH) is the United Funding Agency, Collaborative Applicant, and the HMIS Lead Agency. ADOH provides support to the AZBOSCOC committees and work groups. In addition, ADOH performs necessary fiscal, business and operations functions for the management of the AZBOSCOC, HMIS administration, performance monitoring, engagement and education of stakeholders, and submission of the NOFO. Specific responsibilities include:

- Implements the responsibilities of the United Funding Agency including providing fiscal agency for the AZBOSCOC and performing financial management responsibilities as required by the HEARTH Act.
- With GAB approval, serve as the Unified Funding Agency for the AZBOSCOC.
- Staffing of committees when necessary.
- Production of planning materials.
- Coordinate needs/gaps assessments.
- Collect and report performance data including all HUD Continuum of Care required reporting (i.e., LSA, HIC/PIT).
- Monitor program performance.
- Coordinate resources, integrate activities and facilitate collaboration.
- Prepare the NOFO registration and collaborative application for CoC funds. This includes but is not limited to the following:

- ✓ Adhere to the HUD published registration notice and NOFO for the Continuum of Care each year.
- ✓ E-SNAPS registration and completion and submission of the Grant Inventory Worksheet (GIW).
- ✓ Prepare the Consolidated CoC application including project priority list.
- Apply for UFA/planning grants.
- Build awareness of CoC related issues.
- Recruit stakeholders.

6. HOMELESS MANAGEMENT INFORMATION SYSTEMS (HMIS)

ADOH is the Lead Agency for the AZBOSCOC HMIS system. ADOH collaborates with the contracted HMIS software provider and the HMIS Committee to ensure all HMIS activities are carried out in accordance with the HEARTH Act. All participating agencies within the AZBOSCOC must comply with HMIS requirements for CoC funding - VASSVF (Veterans Supportive Services for Veteran Families), PATH (Projects for Assistance in Transition from Homelessness), RHY (Runaway and Homeless Youth), as well as all state homeless service funds. The HMIS Committee reviews and updates HMIS policies and procedures on an annual basis in accordance with HMIS data standards and the HEARTH Act. Once updated and approved by the HMIS Committees, HMIS policies are approved by the Governance Advisory Board.

7. REPORTING

- Proceedings of all committee meetings are documented.
- Notes/Minutes of all meetings are circulated and approved in a timely manner.
- Approved minutes are posted on the ADOH website.

8. CONFLICTS OF INTEREST

Each member of the Governance Advisory Board will disclose their relationship to any agenda item requiring a vote during discussion of the agenda item. No member of the Advisory Board may vote upon any matter that financially benefits them or the organization for which they are an employee. This includes all decisions with respect to funding, awarding contracts, and implementing corrective actions. Each member signs a conflict of interest statement at the annual planning meeting.

9. SPOKESPERSON

The Arizona Department of Housing Special Needs Administrator is the spokesperson and point of contact for the AZBOSCOC.

ARIZONA BALANCE OF STATE CONTINUUM OF CARE GOVERNANCE
ADVISORY BOARD CONFLICT OF INTEREST (Code of Conduct, Recusal) POLICY

Policy

Per the Arizona Balance of State Continuum of Care (AZBOSCO) Governance Charter and in compliance with 24 CFR 579.95 of the HEARTH Act, no Continuum of Care Governance Advisory Board member or other covered person with a conflict of interest may participate in or influence discussion or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents.

No member of the Governance Advisory Board may vote upon any matter that financially benefits them or the organization that the member represents. This includes all decisions with respect to funding, awarding contracts and implementing corrective actions.

Continuum of Care NOFO: No member of the Governance Advisory Board whose agency receives Continuum of Care funding may participate in annual HUD Continuum of Care NOFO ranking and review or final ranking process or approval of the application submission to HUD.

Definitions

A) Covered Person - A person who is an employee, agent, consultant, officer, or elected or appointed official of the recipient or its sub-recipients and who exercises or has exercised any functions or responsibilities with respect to activities assisted under this part, or who is in a position to participate in a decision-making process or gain inside information with regard to activities assisted under this part, may obtain a financial interest or benefit from an assisted activity, have a financial interest in any contract, subcontract, or agreement with respect to an assisted activity, or have a financial interest

B) Conflict of Interest - A conflict of interest arises when, because of activities or relationships with other persons or organizations, the recipient or sub-recipient is unable or potentially unable to render impartial assistance in the provision of any type or amount of assistance or when a covered person's objectivity in performing work with respect to any activity assisted under this part is or might be otherwise impaired.

Procedure

Governance Advisory Board members and other covered persons will 1) annually review the conflict of interest policy and sign this Conflict of Interest Acknowledgement and Disclosure Form identifying any potential conflicts of interest; and 2) identify any conflicts of interest that may arise in the course of exercising their duties on behalf of the AZBoSCoC Governance Advisory Board (ex: votes at meetings).

In the event a Governance Advisory Board member or other covered individual discloses a conflict of interest related to their duties, the Board member will recuse themselves from the discussion and vote.

If the Governance Board member is uncertain whether a conflict of interest arises, the Governance Advisory Board member will disclose the potential conflict of interest. The Governance Advisory Board can determine based on the disclosure whether a conflict of interest exists based on a vote of the majority of members present. If a conflict is determined to exist, the member will be recused. If it is determined that no conflict exists, the member may participate in the discussion and vote.

Disclosures

1) Please list any agency or organization (private or non-private) by whom you are employed or in which you have a financial interest.

Do you have any family members who work for an agency or organization that may benefit from the funding, decisions or policies of AZBOSCO? Please list.

I acknowledge that I have reviewed and am aware of the Conflict of Interest policies of the AZ Balance of State Continuum of Care. I have disclosed all known conflicts of interest to the best of my knowledge and will comply with all policies and procedures.

Print Name and Sign

Date