

Memorandum of Understanding

ALIGNMENT OF ROLES AND RESPONSIBILITIES

August 27, 2018



Central Florida
Continuum of Care

CENTRAL FLORIDA
FOUNDATION



MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) sets forth the understanding between the Central Florida Commission on Homelessness, Central Florida Continuum of Care, Central Florida Foundation, Community Resource Network, and Homeless Services Network of Central Florida, with the intention to clarify the roles and responsibilities of the partners to this MOU to strengthen collaborations and help make homelessness in Central Florida rare, brief, and nonrecurring.

Background

The Central Florida Commission on Homelessness (CFCH), Central Florida Continuum of Care (CoC), Central Florida Foundation (CFF), Community Resource Network (CRN), and Homeless Services Network of Central Florida (HSN) all play important roles in preventing and reducing homelessness in Central Florida. Each organization has its own missions, strengths, and challenges.

It was determined by the Central Florida Commission on Homelessness that strengthening alignment and collaborations among the organizations would improve the system to make homelessness rare, brief, and nonrecurring in Central Florida. Responding to this perceived need, the Central Florida Commission on Homelessness created the Alignment Committee, the membership of which comprised one leadership-level staff person and two Board members from each of the partner organizations. A list of the members of the Alignment Committee is provided in Appendix I to this MOU.

The Alignment Committee met seven times between February 5, 2018 and June 6, 2018. This MOU memorializes the agreements of the parties who participated in the Alignment Committee meetings.

Purpose

This MOU clarifies the primary roles and responsibilities of the organizations that are partners in the MOU and provides a framework for collaboration and alignment. The ultimate purpose of the MOU is to improve the partners' combined effectiveness in creating systems to make homelessness in Central Florida rare, brief, and nonrecurring. Roles and responsibilities of each of the partner organizations related to this MOU are described below, with responsibilities identified as "primary" or "supporting." "Primary" indicates that the named partner organization takes the lead on ensuring that responsibility is fulfilled; "supporting" indicates that the named organization supports the primary lead organization as appropriate but does not take the lead.

Responsibilities of the Central Florida Commission on Homelessness (CFCH)

Primary and Supporting Responsibilities:

1. Leadership of Community resource development for the regional homeless system of care.
2. Community engagement, consensus building, communications, and messaging to involve the broader community in the work to make homelessness rare, brief, and nonrecurring.
3. Legislative advocacy at the local, state, and federal levels regarding homelessness-related issues and funding.

4. Community-wide scorecard and communication of results (including veterans, literally homeless precariously housed, domestic violence, individuals, families and youth.)
5. Strategic coordination of jurisdictions around collaboration and investment.
6. Supporting the work of all stakeholders within the system of care.

Responsibilities of the Central Florida Continuum of Care (CoC)

Primary Responsibilities:

1. Engagement, communications, and messaging with stakeholders involved directly with the homelessness response system.
2. Coordinate providers of homeless services, such as shelters and outreach.
3. Coordinate providers of services that intersect with homelessness, but are not direct homeless providers, such as behavioral health and poverty reduction.
4. Operational coordination of jurisdictions around collaboration and investment.

Supporting Responsibilities:

1. Support HSN in processes and efforts to access federal funding for the homelessness response system.
2. Support HSN in processes and efforts to access state funding for the homelessness response system.
3. Support HSN in coordinating housing program providers, such as rapid re-housing and permanent supportive housing.
4. Support HSN to measure and report provider performance outcomes for providers working with households that are literally homeless.
5. Support CRN to measure and report provider performance outcomes for providers working with households that are precariously housed and not literally homeless.
6. Support HSN to measure and report system-level outcomes for the homelessness response system.
7. Support HSN in contracting, distributing, and monitoring federal homelessness funding.
8. Support HSN in contracting, distributing, and monitoring state homelessness funding.
9. Support HSN in establishing best practices and policies for homeless-related programs.

Responsibilities of the Central Florida Foundation (CFF)

Primary Responsibilities:

1. Management of grant making investments from the Homeless Impact Fund. Sharing of data with HSN for operations, collaboration, and system management; and with CFHC to be used to support the community scorecard.
2. Investment bank support for private sector investors who want independent oversight of capital and the work of their investments. Manage investor ROI.

Supporting Responsibilities:

1. Support CFCH in resource development and securing investments in the Homeless Impact Fund and any other Funds established for homeless system impact investments.
2. Interim Support of HSN in engaging landlords to provide access to housing for households who are literally homeless.
3. Work jointly with CFCH, HSN, and CRN in the creation of pilots that create system outcomes measured by the community scorecard.

Responsibilities of the Community Resource Network (CRN)

Primary Responsibilities:

1. Implement and manage management information system and data collection related to households that are precariously housed (McKinney-Vento definition) and not literally homeless.
2. Facilitate development of a coordinated community support program, integral to the regional system of care, that targets precariously housed households and works in concert with the literally homeless program of care facilitated by HSN. The coordinated community support program will operate as a homelessness *prevention* system (so precariously housed households avoid entering the homelessness response system).
3. Measure and report system-level outcomes for the homelessness prevention system, and a discrete set of predetermined system-level outcomes desired by the partner organizations.
4. Measure and report provider performance outcomes for Network partners working with households that are precariously housed and not literally homeless.
5. Establish best practices for homeless prevention programs for precariously housed households (McKinney-Vento definition).
6. Provide education and training opportunities for all providers and organizations supporting households who are precariously housed.

Supporting Responsibilities:

1. Support CFCH in community engagement, communications, and messaging to involve the broader community in the work to make homelessness rare, brief, and nonrecurring.
2. Support CFCH in advocacy initiatives as appropriate.
3. Support CoC in coordinating providers of services that intersect with homelessness, but are focused on supporting households who are precariously housed.
4. Support CoC with system-level data for the homelessness prevention system, including any appropriate HUD-related measures that will benefit CoC in seeking funds.

Responsibilities of the Homeless Services Network of Central Florida (HSN)

Primary Responsibilities:

1. Coordinate, develop and support implementation of the CoC system of housing and services program providers, such as rapid re-housing, permanent supportive housing, emergency shelter, diversion, transitional housing and host homes.
2. Apply for federal funding for the homelessness response system, as collaborative applicant on behalf of the CoC.
3. Apply for state funding for the homelessness response system, as collaborative applicant on behalf of the CoC.
4. Apply for local government funding for the homelessness response system in those jurisdictions in which HSN is eligible to apply as collaborative applicant.
5. Engage and collaborate with landlords to provide and continue access to housing for households who are literally homeless.
6. Manage homeless management information system containing data related to households that are literally homeless (and may include precariously housed).
7. Measure and report provider performance outcomes for providers working with households that are literally homeless.
8. Measure and report system-level outcomes for the homelessness response system, including the HUD-required system performance measures and a discrete set of predetermined system-level outcomes desired by the partner organizations.
9. Contract, distribute, and monitor federal homelessness funding.
10. Contract, distribute, and monitor state homelessness funding.
11. Contract, distribute, and monitor local jurisdiction homelessness funding in those cases in which HSN is the eligible applicant for those funds.
12. Establish, develop and support implementation of best practices and policies for homeless-related programs.
13. Provide training and technical assistance for homeless-related programs and providers.

Supporting Responsibilities:

1. Support the CoC in engagement, communications, and messaging with stakeholders involved directly with the homelessness response system.
2. Support the CoC in coordinating providers of homeless services, such as shelters and outreach.

Responsibilities of all parties

CFCH, CoC, CFF, CRN, and HSN enter into this agreement in good faith and with the intention of fulfilling their responsibilities and supporting one another.

It is recognized that, in the normal course of business, circumstances will arise when one organization may be called upon to respond to a need or issue that is within the purview of another organization as described in the primary responsibilities listed above. In these cases, the first (non-primary) organization will communicate with the second (primary) organization before acting on that issue or expressing a position on the issue. The organizations will communicate and collaborate in good faith and in a timely manner to determine the most appropriate course of action. This process is intended to ensure mutually supportive collaboration and communication.

It is also recognized that the responsibilities detailed above represent key areas of focus but are not inclusive of all current and emerging responsibilities. When responsibilities not listed above present themselves and multiple partners will be affected by the approach taken, the affected partners will communicate to determine the primary lead partner and best course of action.

Ongoing Assessment

Lead staff and Board volunteers from partner organizations will meet at least quarterly to ensure ongoing collaboration and address any emerging issues or concerns from the parties to this agreement. The organization responsible for convening such meetings will be the Central Florida Commission on Homelessness. Dates and times of the meetings will be established at a time and place convenient for all organizations.

Duration

This MOU is at will and may be modified by mutual consent of authorized officials from the Central Florida Commission on Homelessness, Central Florida Continuum of Care, Central Florida Foundation, Community Resource Network, and Homeless Services Network of Central Florida. This MOU shall become effective upon signature by the authorized officials representing the partners to this agreement and will remain in effect until modified by the partners by mutual consent or terminated by any one of the partners

Contact Information

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Signatures

Signature

Date

Name, Organization, Position

Date of Organizational Approval

Signature

Date

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APPENDIX I

Alignment Committee Members

Central Florida Commission on Homelessness

- Dr. David Swanson, Board member
- Linda Landman Gonzalez, Board member
- Shelley Lauten, CEO

Central Florida Continuum of Care

- Robert Brown, Board member
- Tim McKinney, Board member
- Brian Postlewait, Deputy Director for CoC

Central Florida Foundation

- Brian Butler, Board member
- Rob Panepinto, Board member
- Mark Brewer, President/CEO

Community Resource Network

- Dr. Joel Hunter, Board member
- Ignacio Esteban, Board member
- Dawn Haynes, CEO

Homeless Services Network of Central Florida

- Mike Griffin, Board member
- Andrew Thomas, Board member
- Martha Are, Executive Director

Alignment Committee Facilitator: Dr. Susan Pourciau, Florida Housing Coalition