

**MEMORANDUM OF UNDERSTANDING  
COORDINATED HUMAN SERVICES FUNDING IN WASHTENAW COUNTY  
COORDINATED FUNDING FOR 2018-2020**

**PURPOSE**

This Memorandum of Understanding outlines the expectations of six partners—the Ann Arbor Area Community Foundation, the Office of Community and Economic Development (representing the following three funders: Washtenaw County, City of Ann Arbor and the Washtenaw Urban County Executive Committee), United Way of Washtenaw County, and St. Joseph Mercy Ann Arbor (SJMAA) (collectively and individually as "Funders" or "Funder")--to coordinate their funding of Washtenaw County human service programs, in order to maximize the community impact of that funding.

**RATIONALE**

Among the various components of each of the six partners' work, one task is shared among all six: funding human services in the community. The Ann Arbor Area Community Foundation, the Office of Community and Economic Development (representing Washtenaw County, City of Ann Arbor, the Washtenaw Urban County Executive Committee), United Way of Washtenaw County, and St. Joseph Mercy Ann Arbor are working together to streamline parallel human services funding distribution processes with the goal of investing in programs and systems working towards common community-level outcomes.

Donors and tax payers should be reassured that their dollars are being invested to maximum effect because they have been coordinated and leveraged with the other complementary funds. We believe using this coordinated approach will:

- reduce gaps and redundancies
- support shared, community-wide outcomes and strategies
- focus the attention of donors, Funders, and nonprofit service providers on outcomes
- stretch community resources to the greatest extent possible

**GUIDING PRINCIPLES**

1. No Funder is granting decision-making authority over any of its funds to any other Funder or to any new entity. The boards that currently govern each Funder's decisions will continue to do so. This collaboration is intended to maximize communication, planning and coordination between the Funders.
2. This funding coordination is focused on advancing each individual Funder's mission by improving outcomes in the community. Those outcomes are articulated in community-wide plans for individual human service issues (e.g., early childhood development, or housing).
3. Each Funder may distribute the funding amount of its own choosing through the coordinated process described below. At the same time, the Funders commit to have open, timely communication about any perceived duplicative or parallel funding processes they may be exploring in the same issue area.
4. Transparency and accountability—to the public, to nonprofit applicants for funding, and to donors—are essential to a fair and successful funding system.

5. Evaluation is critical to success. During this two-year period, the current coordinated funding leadership team (representing each Funder) will oversee implementation. The group is responsible to plan a process that engages the wider community in periodic feedback and opportunities to evaluate, learn from, and report out successes, unintended consequences and process-related challenges of formalized 'funding coordination' over the course of the agreement.

## **COLLABORATION DEFINITIONS**

This MOU covers responsibilities and expectations surrounding three components of the Coordinated Funding partnership. All Funders work in collaboration to provide input, discuss strategic solutions and prepare shared community responses for all three.

### **1. SECTOR LEADERSHIP**

United Way of Washtenaw County, Ann Arbor Area Community Foundation, the Office of Community & Economic Development, and St. Joseph Mercy Ann Arbor will work together to provide coordinated funding and leadership in this area.

*Sector Leadership* is the leadership, infrastructure and support to steer issue-specific collaborative efforts embodied in community plans/blueprints. The four parties agree to contribute resources to insure that this coordination is supported. A committee of AAACF, UWWC, OCED and SJMAA staff will, based on input from the collaborative, co-develop a recommendation for funding from all of the Funders to the collaborative entities. This annual funding will pay for specific work products and deliverables from the sector leaders. The AAACF, UWWC, OCED and SJMAA Boards will separately approve or deny their portion of the recommendation but are not considered funding participants unless such is approved.

### **2. PROGRAM OPERATIONS**

The Office of Community and Economic Development and United Way of Washtenaw County will work together to provide coordinated funding and community leadership in this area. The AAACF and St. Joseph Mercy Ann Arbor are also funding participants in this component and will provide input and support to this process as well. UWWC, OCED, AAACF and SJMAA are committed to fund this component for a 24 month period, subject to the availability of funds from each of the Funders.

*Program operations* is bi-annual, performance-based funding support for the day-to-day expenses of delivering essential services in one or more of the agreed-upon focus areas. Funding is awarded through competitive and directed investment processes. Outcomes must align with the overarching community plan which is developed or agreed to by the Funders. One online application and one reporting process will replace the myriad of past reporting and application requirements. A standardized evaluation tool will be used to review requests. A joint committee with representatives of all Funder organizations will review and recommend funding decisions. The respective boards have the final approval authority for any commitment of funds.

### **3. CAPACITY BUILDING**

The Ann Arbor Area Community Foundation, the United Way of Washtenaw County, and SJMAA will work together to provide coordinated funding and leadership in this area. OCED will provide input and support to the process as well. The Funders will develop a single set of funding guidelines that describes the funds available for capacity building from each Funder. A joint committee of AAACF, UWWC, OCED and SJMAA staff and volunteers will review all applications together, and develop a single slate of funding recommendations, recommending assignment of funds from AAACF, UWWC, or SJMAA. (Some

applications could be funded by only one of the Funders, some by multiple at once.) The AAACF, UWWC, and SJMAA Boards will separately approve or deny their portion of the joint recommendation.

**Capacity Building** consists of discrete, one-time initiatives that strengthen a nonprofit organization and/or the sector as a whole. These activities may include but are not limited to strategic planning, board and leadership development, program design and evaluation, collaboration and merger, and seed funding for new and innovative approaches.

All Funders agree that Capacity Building applications from agencies need to show the agency's clear mission alignment with the overarching work plan and community outcomes for the issue area. AAACF, United Way and SJMAA may proactively encourage and invite nonprofits to seek capacity building support, either as an independent agency or as part of a larger consortium of agencies where broader cross-agency capacity building promises a stronger outcome. A core component of this funding process, which emerged in 2014, is a Comprehensive Capacity Building program that seeks to build capacity in primarily minority-led, minority serving, and grassroots organizations.

**GENERAL TERMS.** This agreement will take effect upon signed adoption by all Funders and will apply to the funding and fund-raising calendars of each Funder that coincide within the January 1, 2018 through June 30, 2020 timeframe.

**TERMINATION.** Any party may terminate this agreement by giving the other parties 180 days prior written notice.

**CONFIDENTIALITY.** All parties agree that all funding applicants will be notified that information, records and reporting data will be shared amongst Funders. Parties also agree that significant material weaknesses and/or operational concerns regarding all applicants and grantees will be shared immediately with the other parties.

**AMENDMENTS.** This agreement may be amended only in writing and when authorized by the designated representative of each and every party.

**COMMUNICATIONS.** The Funders will develop shared publicity materials to describe this collaboration and work in concert to execute a single communications strategy.

### Authorized Signatories

Our signatures indicate our agreement, financial and organizational leadership commitment to Coordinated Funding covering the period of January 1, 2018 - June 30, 2020. The seven governing boards for whom this agreement covers have discussed and approved their roles and responsibilities covering this agreement period.

Gregory Dill	Washtenaw County Administrator Washtenaw County	Date
Andy LaBarre	Chairperson Washtenaw County Board of Commissioners	Date
Howard Lazarus	City Administrator City of Ann Arbor	Date
Andy LaBarre	Chair Urban County Executive Committee	Date
Pam Smith	President/CEO United Way of Washtenaw County	Date
Karen Bantel	Chair, Board of Directors United Way of Washtenaw County	Date
Neel Hajra	President & CEO Ann Arbor Area Community Foundation	Date
Tim Wadhams	Chair, Board of Trustees Ann Arbor Area Community Foundation	Date
David Brooks	President St. Joseph Mercy Ann Arbor and Livingston	Date
Rosalie Tocco-Bradley	Chair St. Joseph Mercy Ann Arbor and Livingston	Date