

To: National Association of County Veterans Service Officers  
From: National Veterans Intermediary (NVI)  
Re: NVI 100 Community Initiation Campaign  
Date: June 5<sup>th</sup>, 2017

## MEMORANDUM OF UNDERSTANDING

### I. Purpose

This document is a memorandum of understanding between the National Association of County Veterans Service Officers (**NACVSO**) ("**National Partner**") and the National Veterans Intermediary (NVI) describing the roles and responsibilities of each party in the NVI 100 Community Uptake and Engagement Campaign.

### II. NVI Overview

NVI was created to harness the potential of our nation's extensive veteran ecosystem to ensure every community is better equipped to serve our veterans and their families.

- Our purpose is rooted in service, built on collaboration, and backed by the collective wisdom that comes from our individual experiences.
- Our role is to facilitate a faster and more effective response to veteran needs. We do this by connecting our nation's impressive array of resources, by listening and by enhancing / catalyzing collective impact.
- Our mission is to establish connectivity across all veterans' services and to harness their untapped potential. We are proud to be a catalyst.
- Our ambition is to ensure every veteran receives just and heartfelt support from the nation whose freedoms they defend and protect. We've made a commitment to ensure that every community is equipped to serve its veterans and their families.

### III. Background

Despite the strides being made by the Department of Veterans Affairs (VA) and other government agencies and the good work of local communities, collaboratives, and tens of thousands of non-profit service providers, the veterans' services landscape continues to have gaps.

The network of veterans' services provided by all of these stakeholders remains complex, fragmented, and lonely to navigate, resulting in access and outcomes that are highly variable across and within our country's communities.

The current environment lacks a consistent, organized network that would allow all stakeholders to work together as an ecosystem to improve efficiency, progress, and outcomes.

NVI was established in response to this need and seeks to harness, support, and amplify the efforts of all stakeholders to improve outcomes for veterans within communities and across the country.

NVI will connect and support all efforts serving veterans to accelerate progress across communities through a portfolio of four capabilities (Collaboration Funding, Learning and Sharing of Best Practices, Ecosystem Data, Public-Private Collaboration) and three key enablers (Advocacy, Tech Platform, and a Virtual Community Alternative).

NVI uses the most organic hubs of change in our country – communities – to stimulate a higher magnitude of change for veterans locally and nationally. NVI leverages the best ideas for national impact from other sectors and applies them appropriately to meet the unique needs of the veterans' services ecosystem.

#### IV. MOU Objectives

This MOU with the National Partner is designed to enable the following:

- Efficiently and collaboratively identify and harness the most current expertise from national issue areas;
- Achieve reach and reinforce scale to impact 100+ communities;
- Identify, employ, and champion insights captured from ecosystem data to a wide, diverse spread of stakeholders;
- Apply and advance conditions of collective impact (common agenda, standard measures, etc.) within and across a wide, diverse set of stakeholders; and
- Fill community collaboratives with effective stakeholders.

#### Desired Outcomes:

- National Partners' individual work is increasingly aligned with common understanding of need and desired result (initiation of a common agenda);
- National Partners collaboratively develop new approaches to influence the MOU objectives;
- National Partners increasingly use data to adapt and refine strategies;
- National Partner members feel empowered to take action on the issues;
- National Partners feedback is used to inform requirements of NVI capabilities that will reach 100+ communities;
- National Partners activate resources, network and membership to initiate or expand the work of Community Veteran Engagement Boards (CVEBs) / community designated Backbone / collaborative, with educated, engaged and productive members;
- National Partners reinforce uptake and recognition of the NVI mission, brand, and capabilities; and
- Conditions of collective impact are evident in networked, collaborative communities working together in support of veterans.



## V. Responsibilities

### **NVI will:**

- Provide national collaboration stimulus funding to each selected National Partner for their participation in the championship of national collective impact across the veterans ecosystem;
- Host a Kick-off Convening with all National Partners to synchronize roles for national impact;
- Host monthly conference calls to synchronize, reinforce and learn from activation of the work, integrate lessons learned into NVI capabilities and existing efforts;
- Provide opportunities to participate in requirements building and community convenings, and outreach efforts to build NVI capabilities;
- Communicate one-on-one with each strategic National Partner quarterly;
- Engage and coordinate with key subject matter experts / advisors in the four capabilities listed above;
- Serve as a resource to National Partners as they participate in this effort and develop customized plans to utilize the capabilities and reach of the National Partners' membership to simulate and catalyze impact;
- Coordinate with partners in government, private sector, nonprofit sector, and philanthropy to maximize impact;
- Recognize the leadership and championship of all National Partners in their work to inspire local collaboration and national collective impact; and
- Respect the brand and logo of the National Partner and will use those items for routine briefings and collateral. If outside of a routine use, explicit permission will be sought.

### **National Partner will:**

- Serve as a champion of national collective impact across the veteran ecosystem;
- Leverage National Partner membership to participate and implement efforts of NVI at the community level;
- Appoint one senior executive to represent the National Partner at convenings, on calls and other interactions with NVI leadership;
- Participate in a Kick-off Convening with all National Partners to synchronize roles for national impact;
- Identify National Partner's role / contribution to the National Partner membership;
- Participate in kick-off convening of National Partners to:
  - Agree on activation measures to initiate collaboration within and across 100 communities;
  - Synchronize respective member roles and contribution at community level; and
  - Agree on role in national uptake/engagement strategy.
- Synchronize and reinforce NVI and partner activities;
- Participate in monthly calls to synchronize, reinforce and learn from activation of the work and integrate lessons learned into NVI capabilities and existing work;
- Participate in requirements building and collection, and dissemination of ecosystem data and insights;
- Respect the brand and logo of NVI and use those items for routine briefings and collateral. If outside of a routine use, explicit permission will be sought;

- Implement national community strategy to support CVSO's outreach to rural underserved populations;
- Publicize the NVI effort and its goals whenever practical and possible in support of the objectives outlines in this MOU;
- Specifically regarding the NVI uptake/engagement efforts, National Partners will publicize to their membership key activities such as opportunities for communities to engage in an NVI agreement for data sharing, stimulus funding and learning and sharing; and
- In support of the national collaboration stimulus funding, the National Partners must provide a report on outreach to and response from their membership around key NVI efforts and an expense report for the collaboration funding.

#### VI. Additional Provisions

- National Partner will not use this MOU to sell or promote any products or services.
- This MOU is not intended to be an exclusive arrangement. The relationship established in this agreement in no way limits either Party from establishing similar relationships with any other entity.
- Each Party share bear its own costs, risks, and liabilities incurred by it arising out of its obligations and efforts under this MOU. One Party cannot commit the other to any cost, expense, or obligation without the prior written consent of that Party.

#### VII. Term, Cancellation, Renewal, and Modification

This MOU shall take effect upon the signature of both parties and shall be in effect through June 15, 2018. This MOU may be renewed for additional one-year periods by mutual agreement of the NVI and the National Partner.

Either party may terminate this MOU at any time and for any reason by giving 30 days written notice to the other party. Termination notices may be delivered by email or other verifiable transmission source. If the National Partner initiates the termination, they will return the balance of the collaboration stimulus money prorated by the number of months versus the term (e.g. 6 months = 50% return, 9 months = 25%). NVI reserves the right to waive this requirement in whole or part.

Any modifications to this MOU must be by mutual written consent and signed by both parties.

Either Party may immediately terminate this Agreement should the Party determine, that continued participation in the Agreement does or may: (i) jeopardize its status as an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"); (ii) jeopardize its status as an organization classified as other than a private foundation under Section 509(a)(1) or Section 509(a)(2) of the Code; or (iii) trigger the application of any tax under Chapter 42 of the Code.

VIII. Costs and Expenses; Effect of Agreement

National Partner will receive a grant of **\$35,000.00** to bear the costs and expenses of its assigned responsibilities. This document discusses the general terms under which the parties will work together cooperatively. It is further meant to act as a basic framework to work acting as a guide.

IV. Dispute Resolution


The Parties shall, to the extent practicable, resolve any disputes under this MOU at the lowest administrative level possible. All disputes shall be submitted in writing to the other Party.

X. Approvals

IN WITNESS WHEREOF, National Association of County Veterans Service Officers (NACVSO) ('National Partner') and the National Veterans Intermediary each has caused this MOU to be signed by its duly authorized representative.

Please submit (1) one signed electronic copy of this agreement to Mary Carstensen at [mary.carstensen@nvi.org](mailto:mary.carstensen@nvi.org). A fully executed agreement will be returned to you.

XI. Authorized Signatory:

  
Mr. Edward Zackery, President  
National Association of County Veterans  
Service Officers  
660 North Capital St. NW Suite 400,  
Washington, DC 20001

Date: June 5<sup>th</sup>, 2017

  
Mary Carstensen, Director  
National Veterans Intermediary  
1350 Broadway, Suite 905  
New York, NY 10018

Date: June 5<sup>th</sup>, 2017