



Steering Council Meeting Agenda  
November 19, 2021 □ 8:30 – 10:30 am □ Zoom

1. Call to Order/Introductions
  - a. Welcome and Introduction of New Steering Council Members
2. Approval of the Agenda\*
3. Approval of October 15, 2021 Minutes\*
4. Public Comment on Agenda Items (Limit 3 minutes ea.)
5. Approval of Consent Agenda\*
  - a. Steering Calendar (updated)
  - b. Committee and Initiative Updates
  - c. ESG Financial Assistance Report
  - d. Budget Report: Statement of Activity
  - e. Strategic Plan: CoC Scorecard
  - f. Data Reports: Emergency Shelter Counts Before and During COVID-19
6. Petitions and Communications
7. Family Shelter Status - *5-10 minutes*
8. Refugee Resettlement Update - *5-10 minutes*
9. [Governance Charter](#) Changes - *10 minutes - staff to present plan for reviewing charter and developing changes*
  - a. Fiduciary MOU - *5 minutes - Steering asked to reaffirm MOU; 2020 document is included in the packet, an updated document with additional language requested by HWMUW will be shared later this week*
10. Welcoming Committee/New Member Orientation - *10 minutes*
11. Advisory Council Update - *15 minutes*
12. CoC Program Competition: Update & Learnings - *10 minutes*
13. Any other matters by Steering Council Member(s)
14. Public Comment on Any Matter (Limit 3 minutes ea.)
15. Adjournment

Next meeting: Friday, December 17<sup>th</sup>, 2021, 8:30 – 10:30am

\* denotes potential action item



## STEERING COUNCIL MEETING MINUTES - DRAFT

October 15, 2021

8:30-10:30

Facilitator:	Lauren VanKeulen		
Meeting Attendees:	<u>Steering members present:</u> Lauren VanKeulen, Erin Banchoff, Rebecca Rynbrandt, Tom Cottrell, Mark Contreras, Alonda Trammel, Holly Wilson, Adrienne Goodstal, Cheryl Schuch, Casey Gordon, Hattie Tinney, Victoria Arnold, Scott Orr, Susan Cervantes, Elizabeth Stoddard, Dreyson Byker <u>Steering members absent with notification:</u> Karen Tjapkes, Victoria Sluga, Jose Salinas <u>Steering members absent without notification:</u> <u>Community Members:</u> Tammy Britton (City of Grand Rapids) <u>Staff:</u> Courtney Myers-Keaton		
Time Convened:	8:30am	Time Adjourned:	10:30am

<b>Approval of Agenda</b>			
Motion by:	Tom Cottrell	Support from:	Hattie Tinney
Discussion	Courtney added topic on refugee settlement		
Amendments	Remove funding topic		
Conclusion	All in favor, motion passes.		
<b>Approval of Minutes</b>		<b>September 17, 2021</b>	
Motion by:	Tom Cottrell	Support from:	Casey Gordon
Discussion	Erin Banchoff- mention of coordinated entry PowerPoint and that a copy would be provided		
Amendments			
Conclusion	All in favor, motion passes.		
<b>Public Comment on Any Agenda Item</b>			
Discussion			
None			
<b>Approval of Consent Agenda</b>			
Motion by:	Adrienne Goodstal	Support from:	Cheryl Schuch
Discussion	Adrienne asked for an explanation of a Consent Agenda for new steering members.		
Amendments	CoC/ENTF relationship document included in packet, no need to review.		
Conclusion	All in favor, motion passes.		
<b>Petitions and Communications</b>			
Discussion-			
None per Courtney			
<b>Strategic Plan: Q3 and Q4 Rock Updates</b>			
Discussion			
Courtney shared that there is a good prospect from Devos Foundation for increase in COC staffing goal. She has been working with Mission Matters on the staffing roll out. Electronic strategic plan will be finalized soon. Only one goal was not met in Q3 - communicating a data report.			



**STEERING COUNCIL  
MEETING MINUTES - DRAFT**

October 15, 2021  
8:30-10:30

Action Items	Person Responsible	Deadline
Electronic strategic plan will be sent out upon completion	Courtney Meyers - Keaton	Upon return to office from vacation
<b>CoC Program Competition Update</b>		
Discussion		
Paul is no longer with United Way, so Courtney and Brianne are leading this process. There have been a few learning curves. The CoC received five bonus applications, three general and two DV. Courtney and Brianne will begin to look updating the at the funding review process in November. The full application package is due November 15.		
Action Items	Person Responsible	Deadline
Submit application	Courtney and Brianne	November 15 <sup>th</sup>
<b>FUSE Update and Next Steps</b>		
Discussion		
Jessica is no longer with Dwelling Place in the FUSE coordinator role. Courtney has been in conversation about the CoC stepping into the lead agency for FUSE. Adrienne suggested that the transition and current status of FUSE is communicated to agencies that have been involved in various workgroups as the work suddenly stopped.		
Action Items	Person Responsible	Deadline
Reach out to Mercedes to ask that she communicate an update to those that have been involved in workgroup	Courtney	
<b>Refugee Resettlement Update</b>		
Discussion		
The CoC will now be the entity that is coordinating the funding for hotel placement due to it being through ESG-CV dollars. There has not been a grant amendment and it's been discussed by MSHDA that dollars will be reallocated and then reimbursed to be put back into the projects that receive ESG-CV. Erin brought up the concern that this puts the CoC in a compromising position and would like to see an amendment put in place. Concerns about CV dollars being used for this since it is not COVID related, also question about alien status. Susan suggested that Courtney raise these questions on her call with MSHDA.		
A workflow is being developed. Courtney expressed the concern of capacity for CoC to take on this role. Cheryl asked why MSHDA wasn't contracting directly to refugee agencies. It has to do with access to HMIS since this is needed for ESG-CV funding and reporting. The question was raised if there are admin dollars to support the staffing. Family Promise offered assistance in the hotel process/admin end given their experience in hotel sheltering. Cheryl also stressed the importance of scheduling meetings with MSHDA so that there can be better coordination of funding. Lauren noted that we will need to pull in our networks who are connected with MSHDA for additional advocacy.		
Action Items	Person Responsible	Deadline
Follow up meeting with MSHDA	Courtney	
<b>Built for Zero Update</b>		



## STEERING COUNCIL MEETING MINUTES - DRAFT

October 15, 2021

8:30-10:30

Discussion			
Courtney discussed focusing in building out by-name list and looking at using the model that family functional has implemented. The goal is to have a quality by-name list by December. Suggestion for a presentation on BFZ at an upcoming Steering meeting.			
Action Items		Person Responsible	Deadline
Suggested dates for a BFZ presentation brought to next Executive		Executive	December
<b>Annual Steering Council Election - Nominating Committee</b>			
Discussion:			
Two members from Steering, not officers, are needed for Nominating Committee. As member of Executive, Adrienne can no longer be on committee and Hattie's time is set to end. Lauren proposed to have Hattie continued, Cheryl stepped up and said that she would be willing to join the committee.			
<u>Nominating Committee Appointments</u>			
Motion by Adrienne and second by Tom to appoint Hattie and Cheryl to co-chair the committee. All in favor, motion passes.			
Action Items		Person Responsible	Deadline
<b>Family Shelter</b>			
Discussion			
Cheryl brought attention to this group that there is still no funding for hotel sheltering. KCCA did step in with funds for families are outside of Grand Rapids as that is the eligibility for the funding. As a system, 40 households have been turned away since August 16 <sup>th</sup> . Cheryl has maintained constant communication with MDHHS, they are also over budget for emergency hotel. There seems to be a lack of desire from funders to invest funds for short term solutions, yet this is the crisis we are in as a community and need to address it while continuing to work towards long term solutions. Courtney has recently had other conversations around funding resources with Alyssa from HAP. They will loop Cheryl in. Lauren brought attention that there are currently 58 youth who are literally homeless and wants to ensure we are continuing to bring this population into the discussion and planning.			
Action Items		Person Responsible	Deadline
<b>Other Matters from Steering Council members</b>			
Discussion			
None			
<b>Public Comment on Any Item</b>			
Discussion			
None			
<b>Adjourn</b>			
Motion by:	Tom Cottrell	Support from:	Cheryl Schuch



GRAND RAPIDS/WYOMING/KENT COUNTY  
STEERING COUNCIL ANNUAL CALENDAR  
Updated November 2021

**January**

Steering Council Orientation  
Executive Officer Elections  
Point in Time Count  
Draft Budget Presentation  
Steering Council Annual Conflict of Interest  
Forms Completed  
Strategic Plan: Review of Q4 Rocks and  
Introduction of Q1 Rocks

**February**

City of Grand Rapids Emergency Solutions Grant  
Application  
Reallocation Discussion  
Budget Approval

**March**

Data Quality Committee Report  
CoC and ESG Mid-Term Monitoring

**April**

LIHTC Developer Presentations to Steering  
(October Round)  
Point in Time Count Submitted to HUD  
Budget Review  
Strategic Plan: Review of Q1 Rocks and  
Introduction of Q2 Rocks

**May**

Nominating Committee forms

**June**

Steering Council Funding Process Review  
Governance Charter Recommended Changes to  
CoC membership  
Open Call for New CoC Members  
PIT Data Released

**July**

NAEH Annual Conference  
Strategic Plan: Review of Q2 Rocks and  
Introduction of Q3 Rocks

**August**

HUD CoC Program Funding Vote (Anticipated)  
System Performance Measures Reported to CoC  
CoC, Fiduciary, HARA MOU for ESG Execution

**September**

MSHDA Emergency Solutions Grant Application  
HUD CoC Program Application Due (Anticipated)  
PIT Planning Begins

**October**

LIHTC Developer Presentations to Steering  
(April Round)  
Governance Charter Review, including Fiduciary  
MOU  
Strategic Plan: Review of Q3 Rocks and  
Introduction of Q4 Rocks

**November**

Staff Evaluations Initiated by Fiduciary

**December**

Steering Council elections (at CoC meeting)  
Staff Evaluations Concluded by Fiduciary  
Budget Preparation Begins  
Strategic Plan: Review & Update Annual  
Priorities



## Grand Rapids/Wyoming/Kent County CoC – MI 506 Steering Council Initiative Reporting – November 2021

### **Data Analysis Committee --**

The Data Analysis Committee is currently pushing toward implementation of the data-related items in the Strategic Plan by identifying available information and ways to get additional info, aligning data to report on the Plan's key Vitals and Objectives, and developing public-facing quarterly and annual report formats. The committee recommends that all appropriate communications include the link to the Coalition's Dashboard site, where many quarterly data metrics are already available.

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### **Ending Veterans Homelessness & Veterans Action Board --**

- The Ending Veteran Homelessness Committee work groups continue to meet monthly and the EVHC larger committee meets quarterly.
- The Veteran Action Board has elected a new Chair who will be receiving orientation and then will begin attending Steering.
- Public facing dashboards on community level data and USICH criteria & benchmarks remain available and updated monthly.
- The Engagement & Resource workgroup continues to work with the local shelters to outreach to Veterans. There continues to be immediately available bridge housing and permanent housing resources to all eligible Veterans. An in person outreach event was held in October in coordination with Mel Trotter, HCHV, and Community Rebuilders which resulted in multiple Veterans securing immediate housing.
- The SSVF programs serving Kent County will begin providing two new services in the next quarter: 1) medium term rental subsidy for a 2 year term, and 2) direct legal services for eligible Veterans to address a variety of legal concerns that may impact housing stability.

### **Outreach Workgroup --**

The Outreach Workgroup have started a new structure to the meetings that break time up into sections (Introductions, Agency Updates, Planning, and Outreach collaborative case management). The Outreach Workgroup have started the first step to plan this year's PIT count. In the case management section, Community Outreach teams plan wraparound services for the individuals that are coming across our collective radars.

### **Youth Committee --**

At the most recent Youth Committee Outreach was discussed. Li shared that she has been going doing outreach twice a week within the City of Grand Rapids. This may be expanding through collaboration with Mel Trotter. AYA has piloted evening outreach (5:30-8:30pm) and have connected with additional youth. She is currently engaging with about 43 youth sleeping outside or in vehicles.



**Grand Rapids/Wyoming/Kent County CoC – MI 506  
Steering Council Initiative Reporting – November 2021**

AYA staff are concerned as they seeing members return who had moved out of the area or who were previously stably housed. They are reconnecting to share eligibility and/or connections to resources for adults.

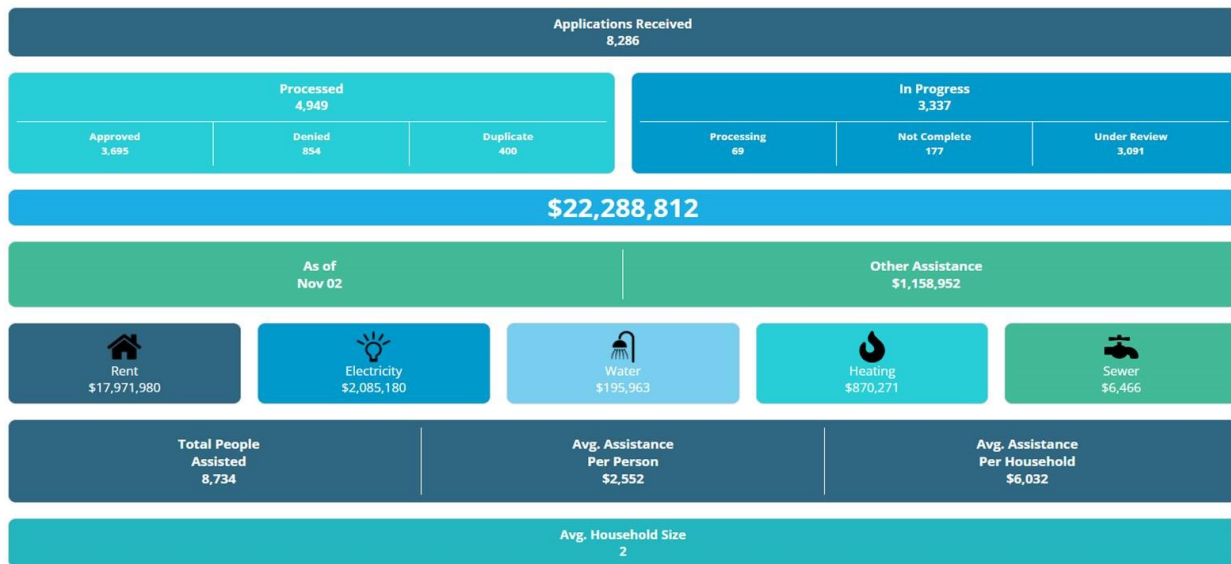
Ben shared that Arbor Circle staff are seeing a large increase in youth-led families sleeping outside (currently over 20) and continue to see a large number of youth sleeping outside. They are also partnering with GRCC to offer drop-in hours for students.

Outreach Perspective will be included as an Agenda item at future meetings Youth Committee Meetings.

Youth Action Board attended their first Steering Council Meeting in October

**CERA (COVID Emergency Rental Assistance) –**

As of November 2nd, 8268 applications have been received in Kent County. Of those, 3,695 have been approved and 3,337 are in progress. A total of \$22,288,812 has been distributed with an average of \$6,032 per household.



## ESG Financial Assistance Report

Recipient/Subrecipient	Grant Term	Total Grant Amount	Direct Financial Assistance Amount	Activities Funded	% of Grant Term Complete	Total Amount Spent	% Spent	Planned # of Households Served	# of Households Served Grant Term to Date	Special Population(s) Served	Reporting Date
<b>MSHDA*</b>											
ESG - Community Rebuilders	10/1/2020 - 9/30/2021	\$176,000	\$151,360	RRH	100%	\$46,452.12	26%	25+	not currently collected		6/30/2021
ESG - The Salvation Army	10/1/2020 - 9/30/2021	\$170,351	\$26,000	Outreach, Prevention, RRH	100%	\$127,447.76	75%	212	not currently collected		6/30/2021
ESG-CV - Community Rebuilders	1/1/2021 - 9/30/2022	\$181,722	\$128,678	RRH	43%	\$18,113.86	10%	15+	not currently collected		9/30/2021
ESG-CV - Family Promise	1/1/2021 - 9/30/2022	\$412,800	\$0	Shelter	43%	\$413,350.70	100%	156	not currently collected	Families	9/30/2021
ESG-CV Mel Trotter	1/1/2021 - 9/30/2022	\$129,834	\$0	Shelter	43%	\$54,220.47	42%	100	not currently collected		9/30/2021
ESG-CV - Pine Rest	1/1/2021 - 9/30/2022	\$103,200	\$0	Outreach	43%	\$43,054.20	42%	130-150	not currently collected		9/30/2021
ESG-CV - The Salvation Army	1/1/2021 - 9/30/2022	\$188,688	\$89,927	Prevention, RRH	43%	\$83,962.72	44%	?	not currently collected		9/30/2021
<b>City of Grand Rapids**</b>											
ESG - Community Rebuilders	7/1/2020 - 6/30/2021	\$123,960	\$72,000	RRH	100%	\$123,960.00	100%	24	45		6/30/2021
ESG - Grand Rapids Urban League	7/1/2020 - 6/30/2021	\$94,300	\$69,000	Prevention	100%	\$94,300.00	100%	23	35		7/1/2021
ESG - The Salvation Army	7/1/2020 - 6/30/2021	\$82,354	\$57,854	Prevention/ Eviction Diversion	100%	\$82,354.00	100%	28	26		7/2/2021
ESG - The Salvation Army	7/1/2021 - 6/30/2022	\$83,000	\$57,854	Prevention/ Eviction Diversion	33%	\$3,962.00	5%	25	0		10/31/2021
ESG - Community Rebuilders	7/1/2021 - 6/30/2022	\$250,818	\$170,900	RRH	25%	\$42,220	17%	36	8		9/30/2021
ESG-CV - Arbor Circle	11/1/2020 - 12/31/2021	\$59,488	\$0	Outreach	86%	\$48,249.00	81%	50	49		10/31/2021



Recipient/Subrecipient	Grant Term	Total Grant Amount	Direct Financial Assistance Amount	Activities Funded	% of Grant Term Complete	Total Amount Spent	% Spent	Planned # of Households Served	# of Households Served Grant Term to Date	Special Population(s) Served	Reporting date
<b>City of Grand Rapids</b>											
ESG-CV - Community Rebuilders	11/1/2020-7/31/2022	\$460,302	\$0	Shelter	52%	\$231,949.00	50%	70	30	Geographically Targeted	9/30/2021
ESG-CV - Community Rebuilders	11/1/2020-7/31/2022	\$1,548,000	\$897,840	RRH	52%	\$394,646.00	25%	75	82	Geographically Targeted	9/30/2021
ESG-CV - Degage Ministries	11/1/2020 - 12/31/2021	\$65,000	\$0	Shelter	79%	\$65,000.00	100%	390	838		10/31/2021
ESG-CV - Mel Trotter Ministries	11/1/2020 - 12/31/2021	\$200,000	\$0	Shelter	79%	\$200,000.00	100%	3,700	4,733		10/31/2021
ESG-CV - The Salvation Army	1/1/2021 - 12/31/2021	\$511,428	\$358,028	Prevention/ Eviction Diversion	83%	\$297,682.00	58%	115	87	Third Ward	10/31/2021
<b>Kent County***</b>											
ESG 18	8/10/18-12/31/20	\$136,428	\$126,196	Prevention/ Hotel/Motel	100%	\$85,836.08	63%	34			9/30/2021
ESG 19	7/01/19 - 6/30/21	\$149,297	\$138,100	Prevention/ Hotel/Motel	100%	\$92,886.53	62%	49			9/30/2021
ESG 20	7/01/20 - 6/30/22	\$154,368	\$142,790	Prevention/ Hotel/Motel	63%	\$436.63	0%	45			9/30/2021
ESG-CV	4/01/20 - 9/30/22	\$1,643,522	\$1,479,169	Prevention/ Hotel/Motel	60%	\$114,174.22	6.9%	231			9/30/2021
ESG 21	7/01/21 - 6/30/23	\$148,422	\$137,290	Prevention/ Hotel/Motel Vouchers	13%	\$0.00	0%				9/30/2021

**Notes**

\*MSHDA reports are submitted quarterly

\*\*City of Grand Rapids payment requests are generally monthly and performance reports quarterly.

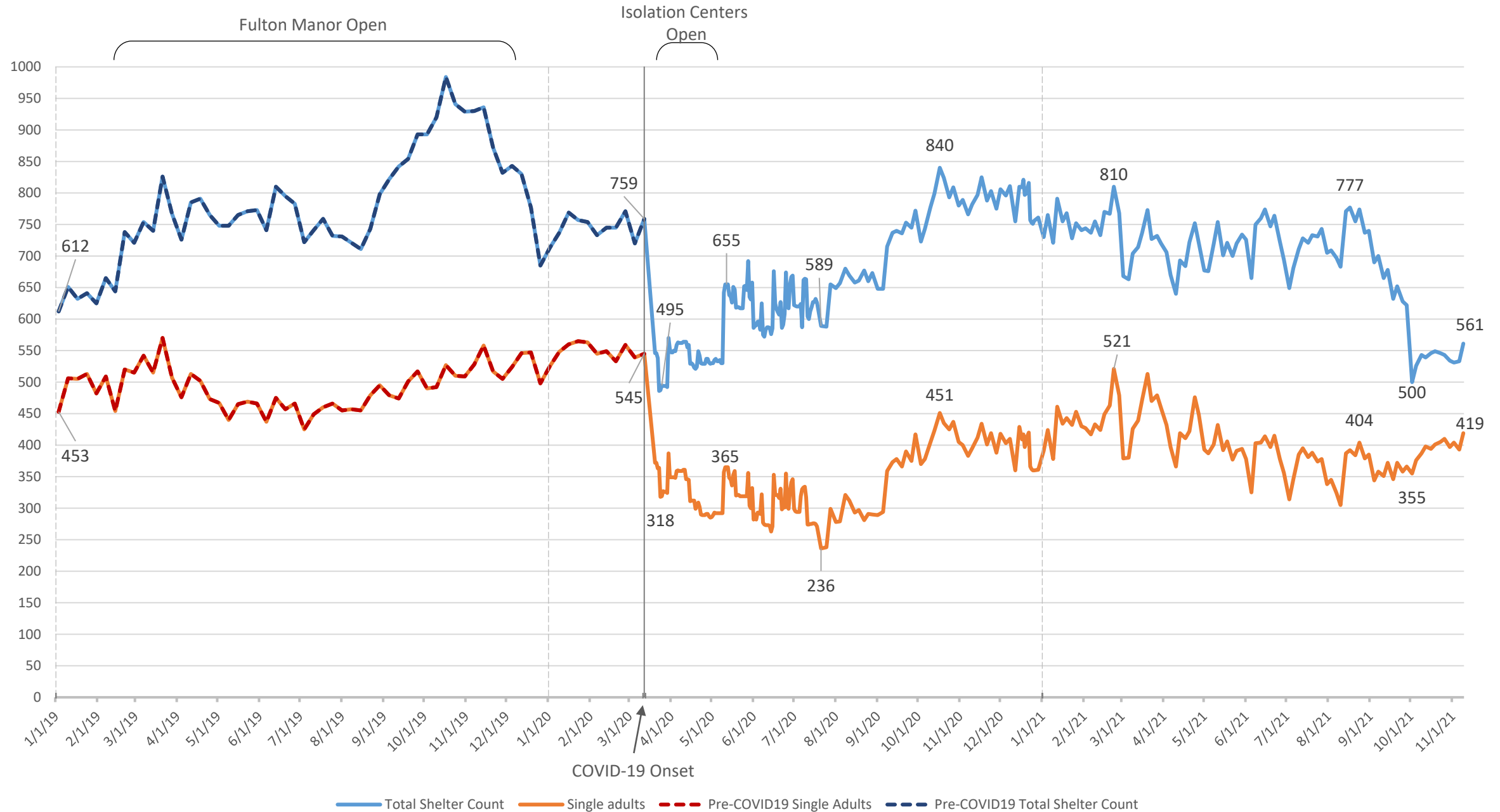
\*\*\*The County did enter into a two subrecipient agreements earlier this year (2021) with Family Promise of Grand Rapids for a portion of its 2018 and 2019 ESG Funds.

More recently the County also entered an agreement last month with Family Promise of Grand Rapids to use its ESG-CV funds to also provide hotel/motel vouchers.



# Emergency Shelter Counts Comparison: Before and During COVID-19

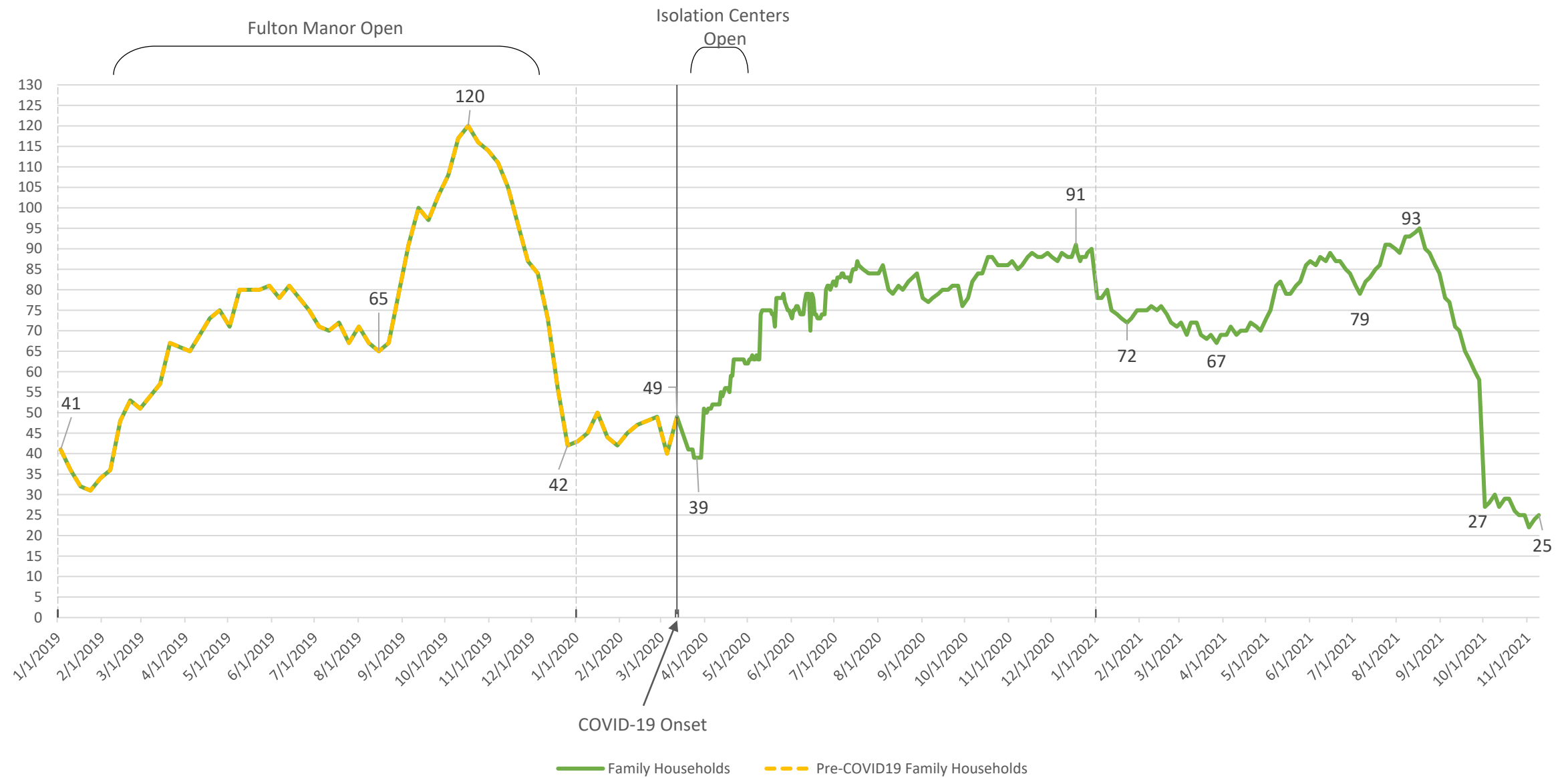
Number of individuals in emergency shelter – 1/1/2019 to 11/9/2021



<sup>1</sup>All emergency shelter data pulled from Kent County's Homeless Management Information System (HMIS).  
<sup>2</sup>Data does not include currently information from organizations who do not use HMIS, staff continue to work to include this data.

# Emergency Shelter Counts Comparison: Before and During COVID-19

Number of family households in emergency shelter – 1/1/2019 to 11/9/2021



<sup>1</sup>All emergency shelter data pulled from Kent County's Homeless Management Information System (HMIS).  
<sup>2</sup>Data does not include currently information from organizations who do not use HMIS, staff continue to work to include this data.



**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
GRAND RAPIDS AREA COALITION TO END HOMELESSNESS  
AND  
HEART OF WEST MICHIGAN UNITED WAY**

This Memorandum of Understanding (hereinafter called MOU) sets forth the terms and understanding between the Grand Rapids Area Coalition to End Homelessness, herein after called the Coalition, which is also recognized as the Grand Rapids/Wyoming/Kent County Continuum of Care (CoC – MI 506), and the Heart of West Michigan United Way (hereinafter called United Way), regarding activities related to assuring necessary legitimacy, structure, and sustainability for an effective Continuum of Care for homelessness response system activities. The Coalition serves as the primary planning body for federal Department of Housing and Urban Development (HUD) Continuum of Care (CoC) Program funded operations.

**SECTION I: CoC SUPPORTING ORGANIZATION:  
FIDUCIARY / EMPLOYER OF RECORD**

The Coalition recognizes that formal management to support operations is necessary to advance the goal of ending homelessness within Kent County. To that end, after assessment of the best combination of willingness and strategic appropriateness to provide supporting organization services, the Coalition will invite that organization to provide supporting organization services. This MOU serves as the Coalition’s formal recognition of the Coalition supporting organization.

The following will serve as the basis for the relationship between the Coalition and the supporting organization:

- As established in the fiscal year beginning July 1, 2013, Heart of West Michigan United Way has agreed to act as supporting organization and has full support of the Coalition
- Via this MOU, United Way agrees to support the Coalition by:

Acting as *Fiduciary* for the Coalition by:

- Providing “back office” functions for Coalition, including but not limited to

- Accounting services: Manage finances (revenues and expenses) for the Coalition separately in an accounting system following generally accepted accounting principles
- Processing Coalition invoices and bills approved and submitted by Coalition staff (or organizational designee)
- Providing Coalition financial statements as requested by the Coalition Steering Council, at least quarterly
- Providing administrative services including:
  - Receiving and disbursing funds, as Payee, on behalf of the Coalition ensuring funds are spent in accordance with specific purpose and budget (*this includes documenting all purchases that will remain the sole property of the Coalition*)
  - Fulfilling all fiduciary responsibilities specified in grant contracts and agreements with government and private entity funding sources for the Coalition
  - Serving as legal signatory on contracts, grants, and other legal agreements in which the Coalition is party

Acting as *Employer of Record* by:

- Providing, in consultation with the Coalition Steering, Coalition staff supervision services, using the following as general parameters:
  - Provide Coalition staff with compensation and benefits per United Way policies
  - Ensure that Coalition staff and operations will be conducted from and within United Way. The Coalition staff facilitates CoC operations and is responsible for grant performance, while United Way's President (or alternate designated supervisor) serves as day-to-day supervisor under United Way's personnel policies. Written review of the Coalition staff's performance (no less than annually) will be completed by United Way's President (or designated supervisor) with input from the Chair of the Coalition Steering Council (or designee)
  - United Way shall consult with the Coalition Steering Council in the creation or update to any Coalition staff job descriptions

## **SECTION II: CoC COLLABORATIVE APPLICANT**

Specific to the functions as the CoC, pursuant to federal rule 24 CFR Part 578.15, a core function of the Coalition is to submit an annual application for federal funding that conveys the efforts of all homeless service and housing providers across the Coalition's designated geographic service area. This application must include reviewed and ranked applications from all individual provider projects the Coalition requests HUD to fund. The Coalition must select a qualifying organization to act on its behalf as the Collaborative Applicant to carry out these activities for HUD CoC Program funding.

The following will serve as the basis for the relationship between the Coalition and the Collaborative Applicant:

- As established in the fiscal year beginning July 1, 2013, Heart of West Michigan United Way has agreed to act as Collaborative Applicant and has full support of the Coalition
- Via this MOU, United Way agrees to support the Coalition by:

Acting as *Collaborative Applicant* for the Coalition by:

- Providing CoC Program Application functions for the Coalition, including but not limited to:
  - Submission of the Grant Inventory Worksheet, CoC Registration, CoC Collaborative Application, and CoC Planning Grant (pursuant to 24 CFR 578.9)
  - Organizing the completion of the CoC Program funding process
  - Providing Coalition financial statements as requested by the Coalition, at least quarterly
- Providing support to the CoC Planning Responsibilities, pursuant to 24 CFR 578.7, by employing staff to ensure:
  - The development of a plan for a coordinated housing and service system
  - A Point in Time count is conducted as required by HUD guidelines
  - An annual gaps analysis is conducted of the homeless needs and services in the Continuum
  - Coordination with Emergency Solutions Grant recipients and Consolidated Plan jurisdictions within the CoC geographic boundaries
- Providing support to the CoC System Operations Responsibilities, pursuant to 24 CFR 578.7, by employing staff to ensure
  - The establishment of performance targets, monitoring of performance, evaluation of outcomes, and action to improve poor performance
  - Evaluation and reporting of ESG and CoC outcomes
  - The establishment and operation of a coordinated entry system
  - The establishment of written standards for providing assistance
- Fulfilling the roles and responsibilities as the CoC Planning Grant recipient, including
  - Ensuring that all HUD grantee threshold requirements are met
  - Ensuring that all grant reporting and billing is completed in accordance with HUD requirements
  - All Planning and System Operations responsibilities as detailed above

### **SECTION III: JOINT REVIEW**

The Steering Council will review this MOU on an annual basis and reconfirm its effectiveness or make revisions to best meet the current needs and support the goals of the Continuum of Care.

### **SECTION IV: DURATION**

This MOU shall begin December 11, 2020 and end on November 30, 2021, at which time said contract shall be automatically renewed for successive one (1) year terms, unless a party delivers written notice of non-renewal to the Steering Council not less than sixty (60) days before the expiration of the then current term. A party may revoke this agreement at any time for non-performance, subject to other conditions as listed herein.

**SECTION V: INDEMNIFICATION**

Each party to this MOU shall be responsible for any liability arising from its own conduct. No party agrees to waive, defend or indemnify any other.

**SECTION VI: ENTIRE AGREEMENT**

This MOU represents the entire agreement among the parties and supersedes all prior negotiations, representations and agreements, whether written or oral.

**SECTION VII: MODIFICATION**

Any modification of this MOU or additional obligation assumed by any partner in connection with this MOU shall be binding only if evidenced in writing and signed by all parties or their authorized representative.

**SECTION VIII: GOVERNMENTAL IMMUNITY**

No party waives its governmental immunity by entering into this MOU, and fully retains all immunities and defenses provided by law with respect to any action based upon or occurring as a result of this MOU.

**SECTION IX: ABSENCE OF WAIVER**

The failure of any of the parties to this MOU to insist on the performance of any of the terms and conditions of this MOU, or the waiver of any breach of such terms and conditions, shall not be construed as thereafter waiving any such terms and conditions, which shall continue and remain in full force and effect as if no such forbearance or waiver had occurred.

**SECTION X: ASSIGNMENT OF RIGHTS**

The rights and obligations of all parties under this MOU are personal to those parties and may not be assigned or transferred to any other person, firm, corporation or other entity without the prior written consent of the other parties.

**SECTION XI: CONFLICT OF INTEREST**

As any potential conflict is identified, affected Steering Council members will recuse themselves from decision making as agreed to by Committee consensus.



**SECTION XII: APPROVAL**

We, the undersigned have read and agree with this MOU.

By: \_\_\_\_\_  
*Add Signer's Name*  
Grand Rapids Area Coalition to End Homelessness  
Chairperson / *Title*

\_\_\_\_\_  
Date

By: \_\_\_\_\_  
*Add Signer's Name*  
Heart of West Michigan United Way / *Title*

\_\_\_\_\_  
Date