



## MUSKEGON COUNTY HOMELESS CONTINUUM OF CARE NETWORK

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### Governance Charter~~BY LAWS~~

#### ARTICLE 1 – NAME AND PLACE OF BUSINESS

##### Section 1. Name

The name of this organization shall be The Muskegon County Homeless Continuum of Care Network, hereinafter referred to as ~~the MCHCCN, and as~~ the Network.

#### ARTICLE 2 – PURPOSE AND RESPONSIBILITIES

##### Section 1. Purpose

~~As a MCHCCN of the forum for identifying problems and advocacy for needed services, the MCHCCN exists to identify and address urgent need services, sheltering, transitional and long-term housing needs of homeless in Muskegon County. The MCHCCN is a community based association of concerned individuals and organizations operating within the Muskegon County area.~~

The Network serves as the Continuum of Care (CoC) for Muskegon County. Under the HEARTH Act, administered by HUD, the “CoC” Program is designed to assist individuals (including unaccompanied youth) and families experiencing homelessness and to provide the services needed to help such individuals move into transitional and permanent housing, with the goal of long-term stability.” More broadly, the program is designed to promote community-wide planning and strategic use of resources to address homelessness; improve coordination and integration with mainstream resources and other programs targeted to people experiencing homelessness; improve data collection and performance measurement; and tailor its program to the particular strengths and challenges within Muskegon County.

##### Section 2. Responsibility

~~In accordance with CoC program rules, t~~The MCHCCN integrates and evaluates the delivery of services to the homeless and the prevention of homelessness.~~Network shall carry out responsibilities in the following seven areas:~~

- ~~1. Hold meetings of the full membership, with published agendas, at least semiannually.~~
- ~~2. Issue a public invitation for new members from within Muskegon County at least annually~~
- ~~3. Adopt and follow a written process to select a CoC board (identified as the Executive Committee for the Network), and review, update and approve the selection process at least once every five years.~~
- ~~4. Appoint additional committees, subcommittees, or work groups as needed.~~
- ~~5. In consultation with the collaborative applicant and the Homeless Management Information System (HMIS) lead, develop, follow, and update annually:
 
  - ~~a. A governance charter~~
  - ~~b. A code of conduct and recusal process for the Executive Committee, its chairperson and any person acting on behalf of the Executive Committee~~~~
- ~~6. Monitor recipient and subrecipient performance, evaluate outcomes, and take action against poor performers.~~
- ~~7. Establish performance targets appropriate for population and program type in consultation with recipients and subrecipients, and take actions against poor performers.~~
- ~~8. Establish and operate a coordinated assessment system, in consultation with the recipients of Emergency Solutions Grants program funds.~~
- ~~9. Establish and consistently follow written standards for providing CoC assistance, in consultation with the recipients of Emergency Solutions Grant program funds.~~

### ARTICLE 3 - MEMBERSHIP

#### Section 1. ~~General~~ Membership

~~Except as otherwise~~ provided in the Governance Charter ~~Bylaws~~, the business of the Network ~~MCHCCN~~ shall be managed by the membership. ~~At least 65% of the membership shall be composed of representation by the private sector including tenants/homeless individuals or participants in services.~~ There shall be ~~three~~ two categories of membership: Agency, ~~and~~ Individual, ~~and~~ Advisory. The Membership committee is an ad-hoc committee of the ~~Steering~~ Executive Committee and shall maintain a roster of the names and addresses of all agency and individual members.

#### Section 2. Agency Membership

A member agency is a public or private agency or organization that can or does address short and longer-term housing needs, health needs, case management, education, or other support services related to homelessness in Muskegon County.

Agency membership requires completion of the standard membership form ~~annually~~.

An agency or organization may have more than one member ~~attend membership meetings in the MCHCCN~~, but have only one vote ~~as specified in the Governance Charter~~.

Section 3. Individual Membership

An individual member is a concerned community member or has a personal interest in the needs of the homeless in Muskegon County.

Individual membership requires completion of the standard membership form ~~annually.~~

~~Section 4. Advisory Membership~~

~~An advisory membership is for those individuals who are interested in participating in the MCHCCN, but unable to fulfill membership duties.~~

~~Advisory membership requires completion of the standard membership form.~~

~~Advisory members will not be given the power to vote at any MCHCCN meetings.~~

Section 4.5. Duties of Membership

Agency and individual members are required to perform the following duties.

- a. Sign a Conflict of Interest Disclosure Statement.
- b. Collaborate with other members to work toward the ~~Network~~MCHCCN mission, goals, and objectives.
- c. Abide by the ~~Network Governance Charter~~MCHCCN Bylaws, policies, and procedures.
- d. Actively serve on at least one committee, sub-committee or work group per calendar year.
- ~~e. Active members missing three consecutive meetings could be subject for placement on Advisory status.~~ Attend membership meetings of the Network,
- ~~f.e.~~ Endeavor to recruit and retain ~~Network~~MCHCCN members.
- ~~g.f.~~ Work to insure accountability of programs financed by the ~~Network~~MCHCCN funds.
- ~~h.g.~~ Participate in Point-in-Time Studies and Training sessions.
- ~~i.h.~~ Work, in collaboration with the ~~Executive~~Steering Committee, to ensure proper data collection of the homeless population to realize gaps in services, new programming, effectiveness of current programming and towards the development of a comprehensive Continuum of Care plan.
- ~~j.i.~~ Participate in the HMIS system.
- ~~k.j.~~ Sign the Code of Conduct in order to fully participate in the ~~Network~~MCHCCN activities.
- ~~l.k.~~ Sign and agree to the functions and duties outlined in the ~~membership application~~Memorandum of Understanding between the members of the ~~Network~~MCHCCN.

Section 6. Powers of the ~~Network~~MCHCCN Membership

- a. Elect ~~members to undesignated slots on the Executive Committee~~officers.
- b. Develop, adopt, and amend the ~~Network Governance Charter~~MCHCCN Bylaws.
- c. ~~Develop, adopt, and amend the MCHCCN~~Review and comment on ~~Network~~ policies and procedures.
- d. ~~Develop and adopt MCHCCN~~ Participate with the development, review and comment on ~~Network~~ plans, including goals, objectives, and priorities which are consistent with funding legislation.
- ~~e. Define Subcommittee formation to further the mission of MCHCCN.~~

Section 7. Members Rights

- a. ~~Except as otherwise~~ provided in the ~~Governance Charter~~se Bylaws, the business of the MCHCCN shall be managed by the membership.
- b. Membership entitles an agency or individual to pursue participation as a voting member, to receive minutes and other related material, and to participate in ~~Network~~MCHCCN activities.
- c. Members have the right to run for ~~the Network Executive Committee, MCHCCN officer,~~ and to serve on ~~sub-committees~~ and in other functions.
- ~~d.~~ Members have the right to file grievances about the ~~Network~~MCHCCN policies, procedures, plans, or activities, utilizing the grievance procedures adopted by the membership. ~~Members who have documented conflicts of interest have the right to vote.~~
- ~~d.e.~~ Members who have documented conflicts of interest have the right to vote.

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**Section 8. Voting Members**

For the purpose of the Governance Charter~~se Bylaws~~, "voting" means voting in the membership ~~and sub-committee~~ meetings.

- a. Each agency member of the Network~~MCHCCN~~ shall have a maximum of one vote to be exercised by the designated voting representative.
- ~~b.~~ Each agency member may designate in writing, a voting representative if unable to attend meetings. The written proxy will be given to the Secretary~~Communication Coordinator(s)~~ prior to the meeting.
- ~~c.~~ ~~A potential voting member must attend two consecutive MCHCCN meetings before being vested with the right to vote at the third consecutive general meeting and following meetings.~~
- ~~d.~~ ~~A voting member or their designated proxy must attend the two previous consecutive MCHCCN meetings to maintain their voting privileges on funding issues.~~
- ~~e.~~ Names of individual voting members, agency voting members, agency voting alternatives, and voting Network~~MCHCCN~~ officers shall be on file with the Network Membership Committee~~MCHCCN Communication Coordinator(s)~~. ~~The Communication Coordinator(s) must receive changes in writing.~~

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**ARTICLE 4 - VOTING**

**Section 1. One Vote**

Each voting member of the Network~~MCHCCN~~ shall have one vote in meetings at which they are present. ~~Members may designate a proxy in their absence.~~

Each voting member serving on a sub-committee shall have one vote on that sub-committee. ~~Sub-c~~Committees may develop their own procedures that permit absentee, proxy, phone, or mail votes to effectively conduct their work.

**Section 2. Quorum**

~~A majority~~~~One half~~ of the Membership, Executive Committee or other any Steering or Subcommittee Committee members entitled to vote must be present at the meeting to constitute a quorum. If less than a quorum is present, a meeting may be conducted, but no votes on action items or ~~–~~motions can be taken. ~~A motion to query the appropriate committee membership with a proxy will constitute an alternate means of attaining a Quorum.~~

**Section 3. Majority Carries**

Except as otherwise provided in the Governance Charter~~se Bylaws~~ for the Network~~MCHCCN~~ and subcommittee meeting, a simple majority of votes cast shall carry the motion.

**ARTICLE 5 – MEETINGS OF THE MEMBERSHIP**

**Section 1. Open Meetings**

Except as otherwise provided for in the Governance Charter~~se Bylaws~~, Network~~MCHCCN~~ meetings shall be open to non-voting representatives of member agencies and the general public.

**Section 2. Notice and Agenda**

Items of action will be put on the agenda. Additional items may be added to the agenda at the beginning of the meeting by vote of the membership at the meeting. ~~Failure to receive notification of a general meeting shall in no way affect the validity of proceedings held in accordance with these Bylaws.~~

### Section 3. Conduct of Meeting

The Chair shall conduct ~~Membership Steering Committee~~ meetings of the ~~Network MCHCCN~~. The meeting shall be ordinarily conducted in an informal manner, but may be conducted by Robert's Rules of Order (revised edition), as deemed appropriate by the Chair ~~elect~~. The ~~Secretary Communications Coordinator~~ or delegate representative shall take minutes of every meeting.

### Section 4. Frequency

~~The membership must meet a minimum of twice a year although additional meetings may be held as needed. Except as otherwise provided in these Bylaws, meetings shall be held monthly.~~

### Section 5. Special Meetings of the Membership

Special meetings beyond regularly scheduled ~~monthly~~ meetings may be called by a majority decision of the ~~Executive Steering~~ Committee. Special meetings shall cover only matters of business, which have been stated in the call to meeting. Members shall be provided with a minimum of forty-eight hours notice of a special meeting.

### Section 6. Executive Session

General and special meetings of the ~~Network MCHCCN~~ may be closed to the public at the discretion of the Chair, or upon majority vote of the members.

## ARTICLE 6 – ELECTED OFFICERS

### Section 1. Title of Elected Officers

The officers elected by the ~~Network Executive Committee MCHCCN membership~~ shall be: ~~(1) One~~ Chairperson, ~~(1) One~~ Co-Chair and ~~(2) Secretary Communications Coordinators – one for the Steering Committee and the other for the Strategy and Planning Committee and (1) One~~ Coordinator.

### Section 2. Terms of Office

The ~~Network MCHCCN~~ Chair, Co-Chair and ~~Secretary Communication Coordinators~~ shall be elected for a ~~one~~ two-year terms and may not serve more than two consecutive terms. ~~The Co-Chair positions will be staggered two-year terms and will rotate between the private and public sectors. The Co-Chair automatically assumes the position of the Chair after the two year term of the Chairperson is completed or by special appointment by Steering Committee. At such time the out going chairperson will complete at least one year Advisory position to assimilate the in coming Chairperson to the planning and procedural elements of this position. Appointments will be used as an "act of last resort" if there is lack of volunteers to fill officer positions.~~

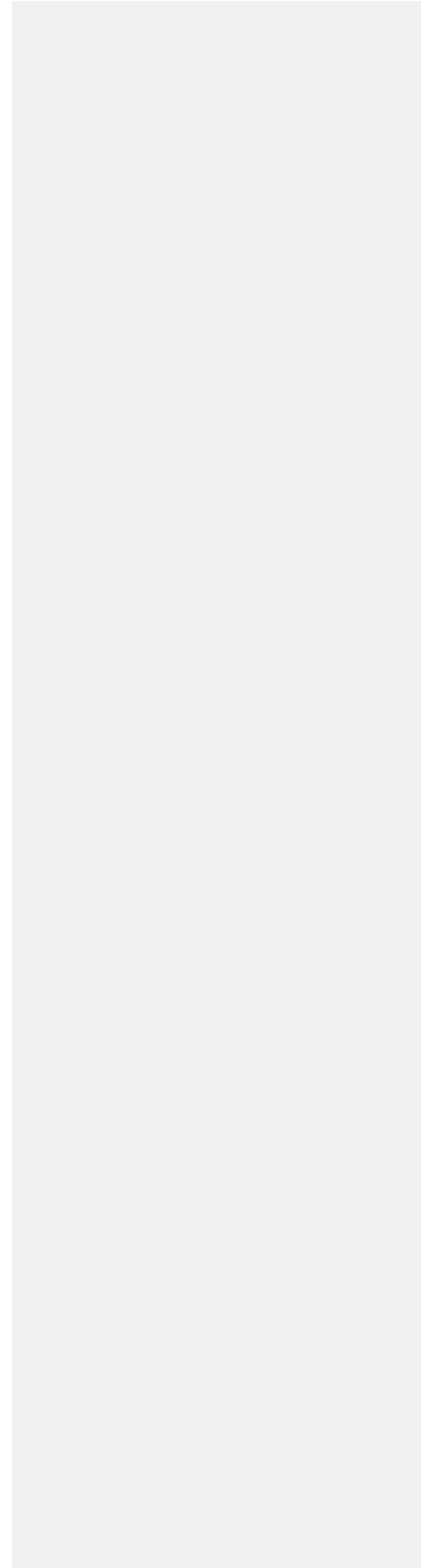
The ~~Officers Co-Chairs~~ of the ~~Network MCHCCN~~, members of the Executive Committee and Coordinator may not participate in decisions concerning awards of grants or provision of financial benefits to such member or the organization that such member represents. These individuals must recuse themselves from considering projects in which they have interests by completing and filing the Conflict of Interest form with the Coordinator.

### Section 3. Nominations

Any ~~Network MCHCCN Executive Committee member~~ may ~~nominate~~ submit names of another ~~Executive Committee MCHCCN~~ members as a candidates for the elected offices at an annual meeting of the Executive Committee held for that purpose to the Nominating Ad hoc committee. The Steering Committee shall serve as the ad hoc Nominating committee where there is not adequate volunteers to serve as a Nominating Sub-committee. The Nominating Sub-committee shall follow policies and procedures adopted by the MCHCCN to review the candidates, make recommendations, and present the candidates and recommendations to the membership.

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#### Section 4. Elections

Each elected officer shall be chosen by majority vote of the Executive Committee at the annual meeting held for that purpose, membership. ~~If no quorum or majority is obtained for an office, a proxy shall be distributed to the entire membership.~~

#### Section 5. Duties / Responsibilities of Chair

- A. Preside over Membership and Executive Conduct Steering ~~Committee meetings~~ as the lead for the Network MCHCCN
- B. Set agenda in collaboration with Network membership and ~~sub-c~~Committees for the Network Membership and MCHCCN Executive Committee Steering meetings
- C. Communicate with Chairs of Network MCHCCN sub-cCommittees, non-member agencies and individuals as needed to promote the mission and needs of the Network and its membership.
- D. Negotiate and promote essential Memorandums of Understanding to further the mission and needs of the Network.
- E. Establish and maintain an organizational structure to implement policies and procedures of the Network.
- F. Ensure coordination of the Network's essential plans including the yearly Continuum of Care Plan, grants and all other endeavors to raise funds for the mission and need of the Network and its membership
- G. Serve as advisor to the community's Multi-Purpose Collaborative Body

#### Section 6. Duties / Responsibilities of Co-Chair

- A. Work in direct collaboration with the Network Chair in all duties to promote the mission and needs of the Network and its membership
- B. Act as Pro-tem Chair in the absence of the Chair
- C. Communicate endeavors and generate ideas within the Network and community to market and build community awareness of the mission and the needs of the Network and its membership

#### Section 7. Duties of Coordinator

- A. Work in collaboration with the Network Chair and Co-chair in all duties to promote the mission and needs of the Network and its membership
- B. Coordinate communication between the Network's Executive Committee Steering and ~~sub-~~committees to ensure and promote the on-going effort and action plan in support of the Continuum of Care plan at its activities including Point-in-Time studies, Point-in-Time Training, and Gaps Analysis
- C. Coordinator's Agency must be willing to act as the fiscal agent designated to receive funds from HUD

#### Section 8. Duties of Secretary Communications Coordinators

- A. The Secretary Communications Coordinators shall perform all duties incident to the office, as may be assigned by the Chair, Co-Chair or by majority vote of the Executive Steering Committee
- B. Maintain record of meetings, those in attendance, and annually compile minutes from Membership and Executive Steering Committee meetings, and ~~also~~ other ~~sub-c~~Committees for inclusion in Continuum of Care Plans or other Network submissions.

#### Section 9. Vacancies

Holding a special appointment election before the term has expired shall fill a vacancy in the office of Chair, Co-Chair, Coordinator or Secretary Communications Coordinators by the Executive Committee voting membership for the remainder of the term of the vacant office.

#### Section 10. Resignation or Removal

The resignation of any elected officer shall be in writing and addressed to the Executive Steering Committee.



Any officer who, ~~in the opinion of the membership,~~ has substantially violated the ~~NetworkMCHCCN~~ policies, procedures, ~~Governance Charter~~Bylaws, or whose conduct is otherwise detrimental to the welfare of the MAHC, may be removed by the ~~NetworkMCHCCN~~ at any properly convened meeting of the ~~Executive Committee~~membership by majority vote. This vote shall be taken by a secret ballot.

#### Section 11. Code of Conduct

Members of the ~~Executive~~Steering Committee and the Co-Chairs and officers of the ~~NetworkMCHCCN~~ will adhere to the ~~NetworkMCHCCN~~ Code of Conduct.

### ARTICLE 7 – EXECUTIVE COMMITTEE

#### Section 1. Members of the Executive Committee

The members of the Executive Committee shall consist of: ~~the Chair, elected by the general membership; the Co Chair, elected by the general membership; the Communications Coordinators, elected by the general membership; and the Chairperson of each standing sub-committee, selected by each sub-committee's members.~~

~~A. One seat designated for homeless or formerly homeless individuals, elected by the Network Membership.~~  
~~B. Five seats that are considered permanent, non-rotating seats assigned to the following entities who are responsible for designating their representative to the Network Executive Committee:~~

- ~~1. Units of Government that are HUD Participating Jurisdictions (PJs); currently the City of Muskegon and City of Muskegon Heights~~
- ~~2. HARA (Housing Assessment and Resource Agency)~~
- ~~3. CMH~~
- ~~4. County DHHS Office~~

~~C. Two permanent, non-voting, non-rotating seats, assigned to the following positions:~~

- ~~1. Network Coordinator~~
- ~~2. Network HMIS Administrator~~

~~D. Six seats consisting of Network members elected at the Annual Membership meeting held for that purpose.~~

~~Terms for elected seats on the Executive Committee shall be for two years, staggered so that half are elected each year. The election process shall be developed by the Nominating Committee, and be reviewed each year by the Network Membership.~~

#### Section 2. Responsibilities of the Executive Committee

~~The Executive Committee is responsible for ensuring that the nine major HUD defined responsibilities in Section 2 are carried out. In addition, the Executive Committee is authorized by the Network to serve as its primary decision-making entity for matters not otherwise delegated to the Network Membership in the Governance Charter.~~

### ARTICLE 8 – ~~STANDING AND AD HOC SUB-COMMITTEES~~

#### Section 1. Members of ~~Sub-c~~Committees

Every member of the ~~NetworkMCHCCN~~ shall ~~is asked to~~ serve on either the Executive Committee, or at least one ~~other standing or ad hoc sub-~~committee per calendar year. ~~Except as otherwise provided in these Bylaws, a member of the MCHCCN shall volunteer for service on the sub-committee(s).~~ The ~~Secretary~~Communication Coordinator shall maintain a list of the members and chairpersons of all ~~sub-~~committees.

#### Section 2. Attendance and Participation

Except as otherwise provided by the ~~Governance Charter~~se-Bylaws, regular attendance at ~~sub-~~committee meetings and active participation in ~~sub-~~committee work is ~~expected~~required of committee members. ~~A pronounced lack of active participation in the sub-committee's work may cause termination of sub-committee membership, following policies and procedures adopted by the MCHCCN.~~

**Section 3. ~~Sub-c~~Committee Chairperson**

The ~~Review/Nominating~~ Committee shall accept nominations for the position of the ~~sub-~~committee chairperson and make recommendations to the ~~Executive/Steering~~ Committee for the position of chairperson. The ~~Executive/Steering~~ Committee will appoint the ~~sub-c~~Committee chairperson. The ~~Network/MCHCCN~~ Chair may also appoint a temporary chairperson pending a ~~sub-c~~Committee chairperson who shall serve a one-year term. ~~Ad hoc committee chairperson shall serve for the length of that committee's existence.~~

**Section 4. Standing ~~Sub-c~~Committees**

The ~~Network/MCHCCN~~ shall maintain the following standing sub-committees:

- ~~I. Steering Committee~~
- ~~II. Emergency Needs Committee and its sub-committees Case Managers, Emergency Food/Pantry~~
- ~~III. Strategy and Planning Committee~~
- ~~IV. Discharge Planning Committee~~
- ~~II. Review Committee/Nominating Committee~~
- ~~III. Nominating Committee~~
- ~~IV. Coordinated Entry System/Permanent Housing Committee; including sub-committees including Outreach, Permanent Housing, Discharge Planning, and specific populations such as Veterans, Youth, and Chronic Homelessness~~

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The Chair, as necessary, may create additional ad-hoc committees to address the needs of the Network.

#### Section 5. Ad Hoc ~~Sub~~-committees

Ad hoc ~~sub~~-committees may be created to complete temporary or limited assigned tasks- such as Personnel committee for review and evaluation of contracted service providers, Gaps Analysis, Point in Time, Fund raising, Homeless Awareness, Public Policy/Legislative, or other working committees.

### ARTICLE 9 – ~~SUB~~-COMMITTEE MEETINGS

#### Section 1. Open Meetings

Except as otherwise provided by these Bylaws, meetings of standing and ad hoc ~~sub~~-committees shall be open to the general public.

#### Section 2. Executive Session

Meetings of standing and ad hoc ~~sub~~-committees may be closed to the general public, subject to the provisions of the Open Meetings Act.

#### Section 3. Notice and Agenda

The Chairperson of each ~~sub~~-committee shall be responsible for the compiling, mailing of meeting notices, and providing a copy to the Communication Coordinators.

#### Section 4. Conduct of ~~Network Committee~~~~MCHCCN~~ Meetings

The ~~sub~~-committee's chairperson shall conduct meetings of standing and ad hoc committees. ~~Sub~~-committee meetings shall be ordinarily conducted in an informal manner, but may be conducted by Robert's Rules of Order (revised edition), as deemed appropriate by the ~~sub~~-committee chairperson. Minutes of every ~~sub~~-committee meeting shall be taken and maintained by the ~~sub~~-committee chairperson or their appointed assistant. The minutes must be forwarded to the Communication Coordinator of the ~~Executive~~~~Steering~~ Committee within 10 business days of the meeting.

#### Section 5. Frequency

Except as otherwise provided in these ~~Bylaws~~ ~~Governance Charter~~, standing ~~sub~~-committees shall meet as necessary. Ad hoc committees shall meet at the frequency determined by their chairperson.

#### Section 6. Composition and Duties of the Review Committee/~~Nominating Committee~~

Due to the nature of the activities of the Review/~~Nominating~~ Committee, the ~~Governance Charter~~~~By-Laws~~ will establish the composition and duties of the Review/~~Nominating~~ Committee. Frequency of meetings shall be established by the Coordinator contingent on the funding schedules.

The Review/~~Nominating~~ Committee will be comprised of representatives from the following stakeholders: Government, non-profit housing developer, faith based organization, community action agency, Community Coordinating Council (the multi-purpose collaborative body).

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The Review/~~Nominating~~ Committee shall:

- A. Evaluate, score and prioritize projects for funding
- B. Review HUD and ~~Network~~MCHCCN monitor findings
- C. Review the HUD APR of each applicant
- D. Review independent audits of the agencies submitting applications for funding
- E. Review unexecuted grants
- F. Conduct site visits of agencies receiving funds
- G. Survey participants in the various housing programs
- H. Evaluate project readiness for each agency
- I. Assess the spending on the projects
- J. Assess cost effectiveness of projects
- K. Assess provider organization experience
- L. Assess provider organization capacity
- M. Evaluate project presentation
- N. Review match of each project
- O. Review leveraging of each project
- P. Review participation of organization seeking funds in the ~~MCHCCN~~Network's activities
- Q. Present a slate of nominees as needed to fill vacancies to the ~~Executive~~Steering Committee

**ARTICLE 10**  
**Governance**  
**Charter**  
**BYLAWS**

**Section 1. Adoption**

Adoption ~~and amendment~~ of the ~~Governance Charter~~se laws by the ~~Network membership~~MCHCCN shall require a two-thirds majority in attendance as outlined by Voting Rights.

**Section 2. Amendments**

Proposed ~~alterations~~, amendments ~~or additions~~ to the ~~Governance Charter~~se Bylaws may be initiated by any one officer or any individual. Proposed ~~alterations~~, amendments ~~or additions~~ shall be presented to ~~Network~~MCHCCN members at least two weeks prior to the next regularly scheduled meeting or special meeting at which the changes are to be considered.

~~Alterations, amendments or additions to these Bylaws shall require a two-thirds majority vote of those attending voting members.~~

First Revision Approved on May 13, 2004 by MCHCCN Steering Committee

Second Revision Approved on: May 11, 2006, MCHCCN Steering Committee

Second Revision Approved on: August 12, 2010, MCHCCN Steering Committee

\_\_\_\_\_  
Stacey Vandenberg, Co-Chair \_\_\_\_\_ Date

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Reatha Anderson, Co-Chair \_\_\_\_\_ Date

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