Memorandum of Understanding
Office of Foundation Liaison to the Governor

This Memorandum of Understanding ("MOU") is between the Council of Michigan Foundations, a Michigan nonprofit corporation with principal offices located at 1 South Harbor Avenue, Suite 3, Grand Haven, Michigan 49417 ("CMF"), and the State of Michigan, Office of Governor Rick Snyder in Lansing, Michigan ("State").

Recognizing that CMF has a twenty-five year history of partnering with state government and that the Office of the Foundation Liaison to the Governor ("OFL") has existed since 2003 through an MOU with the Office of former Governor Granholm, it is the intent of CMF and its members providing financial support to continue to support the OFL in partnership with Governor Rick Snyder and his Executive Office through the terms of this MOU.

This MOU will confirm the parties' understanding regarding the purpose, scope, and limits of the OFL. The purpose of the OFL is to create and enhance relationships between Michigan's foundation community and the offices of State government that will promote public-private partnerships in collaborative responses to issues vital to the quality of life for residents of Michigan.

1. Karen Aldridge-Eason, a loaned executive to the State from the C.S. Mott Foundation through the Private Sector Executive Loan Program, and Maura Dewan, an employee of CMF, will continue to serve as the staff of the OFL at no direct cost to the State of Michigan. The staff of the OFL will continue to have knowledge of philanthropy, the grant-making process and the operations of state government.

2. Ms. Aldridge-Eason shall act in the capacity of a volunteer as defined by MCL 691.1401(h) when providing the services described in this MOU. Ms. Aldridge-Eason, as the principal staff of the OFL, will have access to the Governor and Cabinet Members comparable to other senior level executive office staff. She will also have access to meetings of the Group Executives and Cabinet Meetings as appropriate in order to accomplish the purpose of the OFL.

3. The four initial objectives of the OFL as set forth below will continue to guide the operations of the OFL with appropriate amendment to insure alignment with the priorities of Governor Snyder:

- **To increase state officials' understanding of philanthropy and to identify opportunities for partnering with state government.** The OFL will work with the Governor's staff, appropriate State agencies, and members of the Legislature to increase the understanding and identification of partnership opportunities for philanthropy and Michigan's public sector.

- **To support models that improve efficiency and/or effectiveness of State government.** The OFL will provide information and technical support to State officials to develop relationships with state and national grant makers concerning

program models for continuous improvement of the operation of State programs that support the Governor's strategic policy priorities. The Liaison also will develop processes for communicating matching fund requirements of federal grant initiatives to grant-making foundations and other funding agencies.

- **To respond to opportunities for new local and regional public-private partnerships to serve populations in the implementation of government programs.** The OFL will utilize the experience of foundations and public-private partnerships that already exist to identify models for possible replication. The OFL will work to bring together private partners to support initiatives to make more efficient use of state funds and state-administered funds in local communities.

- **To attract new national grants and federal funds in Michigan.** The OFL will assist the nonprofit community, private foundations, and appropriate state offices to attract new resources, including federal grants, especially for public-private partnerships that may be created.

4. The OFL staff will be provided specific assignments and the State's job expectations, requirements, and limitations by the Governor or his designee.

5. The OFL will primarily work with the Group Executives handling People, Quality of Life and Public Safety, and the appropriate cabinet/department heads responsible for human services, health, education, parks and recreation, and corrections. The OFL will also coordinate efforts with the proposed Office of Urban and Regional Initiatives governed by a similar MOU and work closely with the Group Executive and appropriate cabinet/department heads responsible for economic development and related functions.

   The OFL's specific duties and work performance will be monitored by the Governor's designee. CMF will exercise general oversight and provide periodic evaluations for the private funders of the OFL's work, in conjunction with the Governor's designee.

6. Term; Early Termination Provisions.

   a. This MOU will be in effect January 1, 2011, through December 31, 2014, and may be extended for a three-month period or longer by mutual consent of the parties.

   b. Either party may cancel this MOU with 30 days written notice for any reason without cause.

7. The State and CMF agree to the establishment of an Advisory Committee to the OFL. The role of the Advisory Committee will be to lend advice and support to the OFL and meet not less than every six months. The Advisory Committee will consist of the Governor's designee and additional representatives of the foundation community,

including funders of the OFL, and the Michigan Nonprofit Association as appointed by CMF.

8. Business expenses, authorized by CMF in advance, together with limited authorized travel expenses, shall be reimbursed to the staff of the OFL or paid directly by CMF upon receipt of proper written documentation consistent with CMF expense reimbursement policies.

9. The State will provide the OFL with office space and support items for MOU-related services, including computer system access, telephone support and office supplies.

10. CMF will provide the OFL with appropriate administrative staff support from funds provided by the foundations supporting the budget of the OFL.

11. The Governor's Office ("State") retains all intellectual property rights to any document or work product developed by the OFL. The State will not be charged nor owe payment for any document or work product the OFL develops.

12. An outside evaluation of the OFL, funded by the foundations through CMF and overseen by the Advisory Committee mentioned above, will be a public document that CMF is able to provide to funders of the OFL and other parties interested in replicating the OFL in other states.

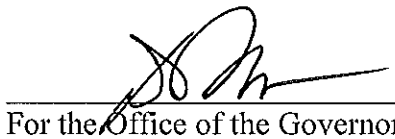
13. The OFL's role will be strictly limited to functioning in an advisory capacity. OFL staff will not be expected to nor will they have authority to make any substantive decisions affecting the operations of the State or of the Executive Office including, but not limited to, decisions pertaining to budget, accounting and allocation of funds, investment of funds, staffing, or changes in administrative services provided by the State to the public. The Governor's Office staff will remain responsible for making any and all substantive decisions with respect to evaluation and implementation of recommendations, analysis, or advice provided by the OFL.

14. Aldridge-Eason and Dewan are volunteering services to the OFL and will not be paid by the Office or the State of Michigan for these services. It is further understood that the Foundation will continue to compensate Eason and Dewan as its employees while participating in the Private Sector Executive Loan Program. Eason and Dewan will be assigned by the Foundation on a full-time basis to the program. The Office is not the employer of Eason or Dewan and they are not state employees for any purposes including, but not limited to, retirement, workers' compensation, unemployment compensation, hospitalization, health, or disability benefits.

15. The OFL staff will adhere to any guidelines provided by the State regarding conflicts of interest and the reporting of potential conflicts. The OFL will also comply with the Governor's Executive Orders, Executive Directives, Executive Office Policies, and other applicable state policies and work rules, including policies prohibiting discrimination and harassment.

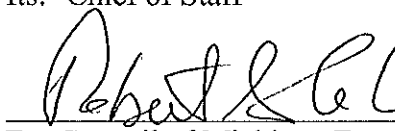
16. The OFL staff will adhere to confidentiality requirements set forth in State policy and federal and state laws and regulations. OFL staff will not divulge information and materials obtained in connection with volunteer services provided to the Office, even if not otherwise subject to confidentiality requirements under Office policy or federal or state laws and regulations, without express written authorization by the Governor and his designee. In the event authorization is given, OFL staff will protect and refrain from divulging any information that would identify individuals served by the Governor's Office.

Approved:



3.21.11

For the Office of the Governor — Date
By: Dennis Muchmore
Its: Chief of Staff



3-23-11.

For Council of Michigan Foundations — Date
By: Robert S. Collier
Its: President