



## Montcalm Prevention Collaborative Bylaws

### NAME

The name of the Collaborative is The Montcalm Prevention Collaborative.

### PURPOSE

The purpose of the Collaborative is to utilize the Community Anti-Drug Coalitions of America (CADCA) methodology and the Drug Free Communities (DFC) grant it has received from the Substance Abuse and Mental Health Services Administration to accomplish its Mission.

### MISSION

The Collaborative's mission is to reduce youth substance abuse throughout Montcalm County in a comprehensive and long-term manner. While its primary focus is on youth, the Collaborative is dedicated to "valuing each life by creating a healthier community."

### VALUES

Working to create a healthier community starts with the Collaborative members. Accordingly, all Collaborative members must adhere to the following values:

- The Collaborative is Greater Than its Parts. The Collaborative's mission is more important than the needs or interests of any one individual. Therefore, Collaborative members agree to commit their skills and talents in a way that supports the Collaborative's mission and objectives.
- A Healthier Community is Founded on Trust. The Collaborative values openness and honesty in its members, because those are the traits that will allow members to build trust with one another.
- A Healthier Community Embraces Healthy Communication. Collaborative members will actively listen to each other, agree or disagree with one another, and share their ideas and beliefs freely.
- A Healthier Community Requires Commitment. Members understand that there will never be total unanimity within the Collaborative. Once members have had an opportunity to express their views and the Collaborative has reached a decision, members commit to fully embrace such decisions because they have been made through the collaborative group process.
- A Healthier Community Demands Accountability. Collaborative members will actively work to hold each other accountable. They will seek to correct behaviors that are detrimental to the Collaborative, and celebrate behaviors that are beneficial to the Collaborative.
- A Healthier Community Resolves Negative Conflict in a Positive, Productive Way. Collaborative members embrace conflict as a natural byproduct of working with diverse individuals and organizations. When negative conflict arises, Collaborative members agree to follow the Collaborative's Conflict Resolution procedure in Article VII.
- A Healthier Community Achieves Measurable Results. Collaborative members will work together to develop and implement an Action Plan to accomplish the Collaborative's Mission. The

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Collaborative will regularly evaluate its capacity and activities to ensure that it makes steady progress toward achieving the goals in the Action Plan.

### Article I MEMBERSHIP

The Collaborative consists of members with differing levels of involvement and commitment as outlined below. A member may serve the Collaborative at multiple levels within the organization.

#### 1.0 Active Collaborative Members

1.1.1. An “Active” Collaborative member is one who participates in Collaborative activities on a regular basis. An Active Collaborative Member has the right to attend and vote on matters that come before the Collaborative at regularly scheduled Collaborative Meetings. Members at large will be elected by a majority of all *active collaborative board members*. Before beginning service, each Active Collaborative Member must sign the appropriate Collaborative Involvement Agreement outlining the scope of the commitment and the expectations of the parties. Hereafter in these bylaws a Collaborative Member means an Active Collaborative Member. An Active Collaborative Member may serve in one or more of the following capacities, as the member desires:

#### 1.1 Executive Board

##### 1.1.1 Composition and Term

1.1.1.1 An Executive Board consisting of a Chair, Vice Chair, Secretary, past Chair and one Member-at-Large, governs the Collaborative.

1.1.1.2 The Member-at-Large will have all of the duties generally assigned to the Executive Board, while Board Officers will have additional duties as described in 1.2 below.

1.1.1.3 At its discretion, the Executive Board may also add a sixth member to represent youth.

##### 1.1.2 Elections

1.1.2.1 The Executive Board positions of Vice Chairperson, Secretary and Member-At-Large will be open for election every year.

1.1.2.2 The open Executive Board and Member-At-Large will be elected by a majority vote of all active Collaborative Members.

1.1.2.3 After an election, the current Vice Chairperson will assume the position of Chairperson.

1.1.2.4 The current Chairperson will become the Past Chairperson.

1.1.2.5 If an Executive Board member departs from their position, the Executive Board may fill the vacancy by appointment. Except that, if the Chairperson departs, the Vice Chairperson will assume the Chair.

1.1.2.6 Collaborative Members will make nominations from the floor or in writing at the September Collaborative meeting.

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- 1.1.2.7 Nominations for Executive Board positions will be presented at the October Executive Board meeting.
  - 1.1.2.8 Elections will be held at the November Collaborative meeting with Executive Board members assuming their positions the following January.
  - 1.1.3 Duties
    - 1.1.3.1 The Executive Board is responsible for recruiting Sector Representatives.
    - 1.1.3.2 Assigning tasks to the Collaborative Coordinator (described in Article II.)
      - 1.1.3.2.1 Oversight of Collaborative Coordinator. The Executive Board is responsible for making employment decisions, setting employment standards, managing payroll, and conducting performance reviews of the Collaborative Coordinator. The Executive Board acknowledges that the Collaborative Coordinator is integral to the Collaborative's work and is dedicated to assisting the Coordinator with implementing its action plan following the DFC Community Coalition model.
    - 1.1.3.3 Executive Board will also administer the day-to-day business of the Collaborative; staying abreast of Work Team activities and supporting Work Teams as needed.
    - 1.1.3.4 Establishing, monitoring, and adjusting the Collaborative's action plan and budget as needed.
    - 1.1.3.5 Measuring and reporting outcomes.
    - 1.1.3.6 Assuring compliance with federal grant requirements.
    - 1.1.3.7 Executive Board meeting minutes will be made available to Collaborative board members and posted on the Montcalm Prevention Collaborative website.
    - 1.1.3.8 The Executive Board shall present an annual budget to the Collaborative for approval every year at the annual Collaborative Meeting as defined in Article IV.
      - 1.1.3.8.1 The presentation shall be at a time convenient for the Drug-Free Communities (DFC) annual grant cycle while such funding exists, and the Fiscal Agent's fiscal year.
      - 1.1.3.8.2 After the Collaborative approves the budget, the Executive Board must request approval from the Collaborative to make changes to any line item of more than ten (10) percent.
- 1.2 **Officers**
  - 1.2.1 Chair
    - 1.2.1.1 The Chairperson, in consultation with others, sets the agenda and presides over Collaborative Meetings and Executive Board meetings.
    - 1.2.1.2 The Chair may sign contracts, Memorandums of Understanding, Collaborative Involvement Agreements, and any other documents on behalf of the Collaborative, or may delegate the authority to sign to another member

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- 1.2.1.3 The Chair will see that all actions taken by the Executive Board are executed and will perform all other duties incident to that office; however, the Chair may delegate specific powers to any other Executive Board member. Any such delegation of duties or the authority to sign documents must be in writing.
- 1.2.2 Vice Chair
  - 1.2.2.1 The Vice Chairperson will perform such duties as may be assigned by the Chair or the Executive Board.
  - 1.2.2.2 If the Chair is absent or unable to perform his or her duties, the Vice Chair will perform the Chair's duties until the Executive Board directs otherwise.
- 1.2.3 Secretary
  - 1.2.3.1 The Secretary will serve as custodian of the Collaborative records.
  - 1.2.3.2 Photocopy and assemble meeting materials and take minutes at Executive Board and Collaborative meetings.
  - 1.2.3.3 Provide notices and facilitate correspondence between the Executive Board and the rest of the Collaborative membership.
  - 1.2.3.4 Perform all other duties incident to that office or assigned by the Chair or the Executive Board.
  - 1.2.3.5 If necessary or desirable, the Secretary may, in writing, delegate some or all of his or her duties to the Collaborative Coordinator.
- 1.2.4 Past Chair
  - 1.2.4.1 The Past Chair shall perform the duties of the Chair on occasions when both the Chair and Vice-Chair are unable to perform their duties.
- 1.3 Meetings, Quorum, and Voting**
  - 1.3.1 The Executive Board will meet monthly or at such times as dictated by the needs of the Collaborative.
  - 1.3.2 The Chair will consult with other Board Members before setting the agenda and will ensure that it is distributed in a timely fashion as defined by the Executive Board.
  - 1.3.3 No official business may be transacted at a Board meeting unless a majority of the Board Members then serving is present.
  - 1.3.4 Each Board member has one vote and decisions are made by a simple majority vote of the Board Members present.
  - 1.3.5 Any decision made by the Executive Board that changes the Collaborative's logic model, action plan, or budget must be approved by a vote of the Collaborative at a regularly scheduled Collaborative Meeting or at a special meeting called for that purpose.
- 1.4 Resignation and Removal**
  - 1.4.1 A Board Member may resign at any time by providing written notice to any Executive Board officer.
  - 1.4.2 Notice of resignation is effective on receipt or at a later time designated in the notice.

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1.4.3 An interim successor may be appointed by the remaining Board to serve through the end of the resigning Member's term until the next election.

1.4.4 A Board Member may be removed, for cause, using the procedures set forth in 1.8 below.

### 1.5 Executive Board Committees

1.5.1 The Executive Board may establish committees, as needed, to carry out the various tasks and functions assigned to the Executive Board. At the outset, one standing committee, the Communications Committee, has been established.

#### 1.5.1.1 Communications Committee

1.5.1.1.1 The Communications Committee is responsible for developing and carrying out a comprehensive, multi-platform media plan to: (a) promote the Collaborative and its activities; (b) educate the public about emerging substance-abuse issues in Montcalm County; (c) promote Collaborative events; and (d) report on Collaborative progress and achievements.

1.5.1.1.2 Members of the Communications Committee will administer and update the Collaborative's website and Facebook page, draft press releases as needed and assist Work Teams in promoting their initiatives.

### 1.6 Sector Representatives

1.6.1 The Collaborative must have a minimum of one representative from each of the following sectors:

- Youth (18 or younger)
- Parent
- Business
- Media
- School
- Youth-serving Organization
- Law Enforcement (sworn-in official)
- Religious/Fraternal Organization
- Civic/Volunteer Groups
- Healthcare Professional
- State, local, or tribal governmental agency with expertise in the field of substance abuse
- Other organization involved in reducing substance abuse

1.6.2 Sector Representatives are leaders with formal or informal authority to make changes within their respective sectors.

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- 1.6.3 A Sector Representative represents his or her sector's interests and expectations at Collaborative meetings; provides input into the overall direction of the Collaborative; builds Collaborative capacity by recruiting other community leaders; communicates about Collaborative activities; and utilizes environmental strategies to take action and make changes within his or her sector.
- 1.6.4 An individual may not serve as a Sector Representative for more than one sector at the same time, but there may be more than one Representative per sector.
- 1.6.5 Before beginning service on the Collaborative, each Sector Representative must sign a Collaborative Involvement Agreement outlining the scope of the commitment and the expectations of the parties.
- 1.6.6 Sector Representatives are expected to serve for a one-year term, which may be renewed or terminated as agreed by the parties.
- 1.6.7 Sector Representatives must meet with the Executive Board, Work Team chairs, and all other interested Collaborative members every other month, or at such times as dictated by the needs of the parties, and attend Collaborative meetings.
- 1.6.8 If a Sector Representative cannot attend a Collaborative Meeting, he or she will send a designee with the authority to make decisions and enter into commitments on behalf of the Sector Representative.

### 1.7 Work Teams

- 1.7.1 The Collaborative may establish Work Teams, as needed, to meet its goals under the DFC Grant.
- 1.7.2 Work Teams are responsible for planning, organizing, and carrying out their activities and projects.
- 1.7.3 Members of a Work Team serve at will; but before beginning service, each Work Team member must sign a Collaborative Involvement Agreement outlining the scope of the commitment and the expectations of the parties.
- 1.7.4 Each Work Team must designate a chairperson.
- 1.7.5 In addition to leading Work Team meetings, the chair of each Work Team, or the chair's designee, must attend regularly scheduled Collaborative Meetings to update the Collaborative on the Work Team's activities and to elicit feedback and support for the Work Team's initiatives.
- 1.7.6 The Work Team chair will ensure that the Executive Board is provided with meeting minutes, activity reports, and any other documentation needed to keep the Executive Board apprised of the Work Team's activities.
- 1.7.7 Work Teams are also responsible for building their capacity by recruiting and involving community stakeholders in carrying out their initiatives.
- 1.7.8 If a Work Team needs support or guidance from the Executive Board – concerning capacity building, Work Team initiatives, or any other matter; the Work Team chair may request time on the Executive Board's meeting agenda.

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- 1.7.9 Work Teams set their own meeting schedules and conduct their meetings in whatever fashion is deemed most beneficial to the Work Team members.
- 1.7.10 Work Teams may make day-to-day decisions without prior approval of the Executive Board; however, a Work Team may not depart significantly from the established logic model or action plan without first seeking approval from the Collaborative membership.
- 1.7.11 A Work Team may establish smaller subgroups, as needed, to accomplish the Work Team's objectives; but each subgroup remains accountable to the larger Work Team; and all subgroup activities must be reported to the Work Team chair.
- 1.7.12 Work Teams may seek support and assistance from the Collaborative Coordinator as desired.

### 1.8 Removal of Collaborative Members

- 1.8.1 Collaborative Member may be removed, for cause, by a vote of at least four (4) Executive Board members at any Executive Board meeting.
  - 1.8.2.1 "Cause" includes but is not limited to engaging in conduct that violates these Bylaws or is inconsistent with the Collaborative's mission and values
  - 1.8.2.2 Failing or refusing to follow conflict-resolution procedures once a negative conflict arises.
- 1.8.2 The Member must receive written notice of the Executive Board meeting and the reasons removal is being sought at least fourteen (14) days before the meeting, and the Member shall have an opportunity to defend him or herself at the meeting prior to a vote.

### 1.9 Supporting Members

- 1.9.1 A "supporting" Collaborative member is an individual or organization that supports the Collaborative's mission and wishes to receive communications regarding the Collaborative's activities, but does not commit to attend meetings or perform specific duties for the Collaborative.
- 1.9.2 A supporting member may limit his or her involvement with the Collaborative to participating in a particular activity or event.
- 1.9.3 A supporting member is not required to sign a Collaborative Involvement Agreement and is not entitled to vote at Collaborative Meetings.

## Article II STAFF

### 2.0 The Collaborative is supported by a Collaborative Coordinator.

- 2.0.1 The Collaborative Coordinator is a paid staff of the collaborative and must comply with the employment standards set by the Executive Board.
- 2.0.2 As a staff person, the Collaborative Coordinator is not considered a Collaborative "member" and is not entitled to vote on matters that come before the Collaborative.
- 2.0.3 Collaborative Coordinator Duties
  - 2.0.3.1 The Collaborative Coordinator's duties are to promote the Collaborative's mission within the community.

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- 2.0.3.2 Assist with new-member recruitment and orientation.
- 2.0.3.3 Serve as a resource and provide expert guidance to Collaborative members.
- 2.0.3.4 Coordinate resources, individuals, and services, at the Collaborative's request.
- 2.0.3.5 Perform such other duties as may be assigned by the Executive Board.
- 2.0.3.6 The Collaborative Coordinator assists the Collaborative Secretary with maintaining Collaborative records, inputs data, creates and posts meeting minutes to the Collaborative website and distributes them to the Collaborative and completes the necessary reports in compliance with established DFC deadlines.
- 2.0.3.7 The Collaborative Coordinator must attend all Collaborative Meetings and Executive Board meetings.
- 2.0.3.8 As time permits, the Collaborative Coordinator should attend Work Team meetings and participate in other community groups and activities as deemed appropriate to further the Collaborative's mission.

### Article III FISCAL AGENT

- 3.0 A Fiscal Agent is a third-party fiduciary selected to manage and oversee funds from the grants when a fiscal agent is required.
- 3.1 As grantee, the Fiscal Agent must meet eligibility requirements and comply with all terms and conditions set forth in the Notice of Award.
- 3.2 Fiduciary Duties.
  - 3.2.1 The Fiscal Agent oversees the grant(s) and provides fiscal guidance to the Collaborative.
  - 3.2.2 Disburses funds on the Executive Board's request.
  - 3.2.3 Works with the Collaborative to establish an annual budget and ensures that the Collaborative stays within the approved budget.
  - 3.2.4 Processes carryover requests as needed.
  - 3.2.5 Completes all required reporting in a timely manner.
- 3.3 The Fiscal Agent may not necessarily serve as the fiduciary of all grants or funds received by the Collaborative, and reserves the right to refuse to administer other funds
- 3.4 Interaction with Collaborative
  - 3.4.1 The Fiscal Agent, or its designee, may attend the Collaborative and Executive Board meetings, as desired. However, the Fiscal Agent is not a "member" of the Collaborative and is not entitled to vote on matters that come before the Collaborative.
  - 3.4.2 The Fiscal Agent will provide regular financial reports to the Executive Board – quarterly or more frequently at the Board's request – and will work with the Board, as needed, to resolve any issues that may arise.
  - 3.4.3 If needed, the Fiscal Agent may request time on the Executive Board's meeting agenda to address any issues of concern.
- 3.5 Memorandum of Understanding

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- 3.5..1 Additional duties beyond those described in these Bylaws may be found in the Memorandum of Understanding (MOU) between the Fiscal Agent and the Collaborative.
- 3.5.2 The parties will review the terms of the MOU on an annual basis or as needed.

### **Article IV COLLABORATIVE MEETINGS**

- 4.0 Collaborative Meetings shall be held every other month or on a different schedule as dictated by the needs of the Collaborative.
- 4.1 Collaborative Meetings should be scheduled for the convenience of the Collaborative's Members.
- 4.2 No official business may be transacted at a Collaborative Meeting unless a majority of Active Members are in attendance.
- 4.3 The Executive Board Secretary shall determine whether a quorum is present before the meeting begins.
- 4.4 The Executive Board Chair, in consultation with other Collaborative members, will set the meeting agenda and ensure that it is distributed in a timely fashion as determined by the Executive Board.
- 4.5 The Chair will also preside over the meeting.
- 4.6 Any Active Member may attend and vote on the business brought before the Collaborative.
- 4.7 Collaborative Meetings will be conducted in accordance with Robert's Rules of Order and Collaborative decisions will be made by a simple majority vote of the Active Members present and voting.
- 4.8 ANNUAL MEETING
  - 4.8.1 The Collaborative shall hold an annual meeting in November of each year to conduct a comprehensive review of the logic model, approved budget, and action plan; conduct the election of Collaborative officers on the Executive Board; prepare for the new grant cycle, and elect Executive Board Members.
  - 4.8.2 Executive Board officers elected in November will be seated in January of the following year.
  - 4.8.3 The Executive Board at its last Board Meeting of the prior calendar year will set the date of the annual meeting.
  - 4.8.4 No official business may be transacted at the Annual Meeting unless a majority of the Active Members attends.
  - 4.8.5 The Executive Board Secretary shall determine whether a quorum is present before the meeting begins.

### **Article V THE VOICE OF THE COLLABORATIVE**

- 5.0 It is important for the Collaborative to present a consistent and authoritative voice on matters involving substance-abuse prevention in Montcalm County.

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- 5.1 Active Members are encouraged to speak with others in their spheres of influence and to otherwise promote the Collaborative’s mission whenever possible.
- 5.2 No Collaborative member, staff, or fiscal agent representative may hold an event, elicit data or feedback, make a presentation, or otherwise engage in official conduct on behalf of Montcalm Prevention Collaborative (i.e., “speak” for the Collaborative) unless the proposed activity or presentation has been coordinated with the Executive Board.

### Article VI SUSTAINABILITY

- 6.0 No later than the beginning of year seven (7) of the DFC grant, the Collaborative will develop a sustainability plan that provides for the Collaborative’s continued existence at the end of the ten (10) year DFC grant cycle. Among other things, the sustainability plan will:
  - 6.0.1 Cover whether the Collaborative should continue as a separate legal entity or merge with other substance-abuse prevention organizations in the community;
  - 6.0.2 Identify alternative non-federal funding sources for the Collaborative’s ongoing operations;
  - 6.0.3 Evaluate future staffing and volunteer needs.

### Article VII CONFLICT RESOLUTION

- 7.0 Consistent with its stated mission and values, the Collaborative expects all members, staff, and fiscal-agent representatives to embrace conflict and to work through negative conflict in positive, productive ways. Toward that end, the Collaborative has adopted a Conflict Resolution Policy, which all members, staff, and fiscal-agent representatives must adhere to. The Policy provides six (6) alternatives for resolving negative conflict:
  - 7.0.1 Overlook. Whenever possible, to preserve the Collaborative’s mission, a member will choose to overlook a conflict with another member.
  - 7.0.2 Reconcile. When the conflict cannot be overlooked, the member will pursue a one-on-one meeting with the offending person as soon as is reasonably possible. Texts, email, and phone conversations are discouraged as a means of resolving interpersonal conflicts. A one-on-one meeting will allow members to reconcile their differences, admit responsibility, and forgive each other for any offenses.
  - 7.0.3 Negotiate. In addition to reconciliation, members will resolve substantive issues through bargaining and negotiation until a mutually agreeable solution has been reached.
  - 7.0.4 Assisted Resolution. When members are unable to resolve their differences on a one-on-one basis, they may seek the assistance of the Executive Board in utilizing a more formal conflict-resolution process. The two primary options for formal conflict resolution are:
    - 7.0.4.1 Internal Mediation. The Executive Board will select an impartial Board Member, mutually agreed upon by the parties, to facilitate the conflict-resolution process. Whenever possible, mediation will occur within 14 days after referral to the Executive Board. If the conflict is successfully resolved, the mediator will prepare a written report and provide copies to the parties and the Executive

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Board. Mediation is non-binding and a member may reject the mediator's suggestions or recommendations if the member finds them unacceptable.

7.0.4.2 External Mediation. If Internal Mediation is unsuccessful, the Executive Board will request that an outside expert serve as an impartial mediator to facilitate the conflict-resolution process. This form of mediation is also non-binding and either party may reject the mediator's suggestions or recommendations if they are deemed unacceptable.

7.0.5 Arbitration. When members cannot reach a voluntary resolution of the conflict, they agree to submit their dispute to an impartial third-party arbitrator who has the authority to render a binding decision. In the interests of resolving the conflict conclusively and moving forward in a productive way, both parties agree to abide by the arbitrator's final decision.

### Article VIII AMENDMENT

8.0 Any amendment to these Bylaws must be made, in writing, and approved by a two-thirds vote of the Active Members present at any Collaborative meeting.

8.1 Written notice of the proposed amendment must be given to all Active Members with signed Collaborative Involvement Agreements at least thirty (30) days before a vote may be taken.