



Montcalm Prevention Collaborative Bylaws

NAME

The name of the Collaborative is Montcalm Prevention Collaborative.

MISSION

The Collaborative's mission is to reduce youth substance misuse 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."

VISION

Every Montcalm County resident can access comprehensive substance use prevention, treatment, and recovery resources in an inclusive and accessible manner.

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, respect, 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 both freely and with respect.
- 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 IX.
- 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 Collaborative will regularly evaluate its capacity and activities to ensure that it makes steady progress toward achieving the goals in the Action Plan.

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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 Member

1.0.1 An “Active” member is one who participates in Collaborative activities on a regular basis and has a signed Coalition Involvement Agreement.

1.0.2 An Active Member has the right to attend and vote on matters that come before the Collaborative either in person or virtually.

1.0.3 An Active Member may serve in one or more of the following capacities: Steering Council, Officer, Sector Representative, committee member, and/or Work Team member.

1.1 **Youth Membership** are those engaged with the Montcalm Youth Prevention Clubs. All youth members shall have voting privileges with their youth club and the active membership. For quorum purposes they will not be counted as Active Members.

1.2 Sector Representatives

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

- Youth
- Parents
- Business
- Media
- School
- Youth-serving Organizations
- Law Enforcement
- Religious/Fraternal Organizations
- Civic/Volunteer Groups
- Healthcare Professionals or organizations
- State, local, or tribal governmental agencies
- Other local organizations involved in reducing substance use

1.2.2 A Sector Representative represents their 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 their sector.

1.2.3 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.

1.2.4 Before beginning service on the Collaborative, each Sector Representative must sign a Collaborative Involvement Agreement .

1.2.5 If a Sector Representative cannot attend a Collaborative Meeting, they will send a designee with the authority to make decisions and enter into commitments on behalf of the Sector Representative.

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

1.3 Removal of Active Members

1.3.1 An Active Member may be removed, for cause, by a majority of Steering Council members at any Steering Council meeting.

1.3.1.1 “Cause” includes but is not limited to engaging in conduct that violates these Bylaws or is inconsistent with the Collaborative’s mission and values

1.3.1.2 Failing or refusing to follow conflict-resolution procedures once a negative conflict arises.

1.3.2 The Member must receive written notice of the Steering Council 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.

Article II MEMBERSHIP MEETINGS

2.0 Annual Meeting

2.0.1 The Collaborative shall hold an annual meeting each year to conduct a review of the approved logic model, budget and action plan; conduct the election of Collaborative officers on the Steering Council; prepare for the new grant cycle, and elect Steering Council Members.

2.0.2 Steering Council officers elected will be seated in January of the following year.

2.0.3 The Steering Council at its last Council Meeting of the prior calendar year will set the date of the annual meeting.

2.0.4 The Steering Council Secretary shall determine whether a quorum is present before the meeting begins.

2.1 Membership Meetings

2.1.1 Membership Meetings should be scheduled for the convenience of the Collaborative’s Members.

2.1.2 The Steering Council Secretary shall determine whether a quorum is present before the meeting begins. Quorums will exist when there is representation from a majority of the work teams and at least three (3) Active members are present in person or virtually.

2.1.3 The Steering Council 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 Steering Council.

2.1.4 The Chair will also preside over the meeting.

2.1.5 Any Active Member may attend in person or virtually and vote on the business brought before the Collaborative.

2.1.6 Membership meeting minutes will be made available to Collaborative members and posted on the Montcalm Prevention Collaborative website.

2.1.7 Membership 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 in person or virtually.

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- 2.1.7.1 Meetings will be conducted in an orderly and respectful manner.
- 2.1.7.2 Public comments will be directed to the Chairperson.
- 2.1.7.3 Written comments can be submitted for the record instead of giving verbal comments.
- 2.1.7.4 Individuals with a shared position are encouraged to have one person speak on behalf of the group.
- 2.1.7.5 Individual Public Comments are limited to three minutes during the public comments section.
- 2.1.7.6 Neither the Chairperson nor the Steering Council are required to answer questions during public comment but may designate a member to address the questions with the individual at a later time.
- 2.1.7.7 Individuals are encouraged to refrain from personal attacks against anyone. Comments must be related to the official business of Montcalm Prevention Collaborative.
- 2.1.7.8 The Chairperson may find disruptive people out of order and exclude them from the rest of the meeting. A majority of Steering Council members present can also compel such a decision or overrule the Chairperson's decision.
- 2.1.7.9 Record of Discussions. The Secretary shall not be responsible for maintaining a written record or summary of the discussion or comments of the Collaborative members nor the comments made by members of the public.
- 2.1.7.10 Request for Remarks to be included. Any Collaborative member may have their comments printed as part of the record upon the concurrence of a majority of the other members. Comments to be included in the record shall be provided in writing by the member.

2.2

Special Meetings

Special Meetings can only be called by approval of the Steering Council

Article III

STERING COUNCIL

3.0

Composition and Term

- 3.0.1 A Steering Council consisting of a Chair, Vice Chair, Secretary, past Chair and at least one Member-at-Large, governs the Collaborative.
- 3.0.2 The Member(s)-at-Large will have all the duties generally assigned to the Steering Council, while Council Officers will have additional duties as described below.
- 3.0.3 At its discretion, the Steering Council may also add an additional member to represent youth.

3.1

Elections

- 3.1.1 The Steering Council positions of Vice Chairperson, Secretary and Member(s)- At-Large will be open for election every two years.
- 3.1.2 The open Steering Council and Member(s)-At-Large will be elected by a majority vote of all Active Members present either in person or virtually.
- 3.1.3 After an election, the current Vice Chairperson will assume the position of Chairperson.
- 3.1.4 The current Chairperson will become the Past Chairperson.

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- 3.1.5 If a Steering Council member departs from their position, the Steering Council may fill the vacancy by appointment. Except that, if the Chairperson departs, the Vice Chairperson will assume the Chair.
- 3.1.6 Active Members will make nominations from the floor or in writing at the annual Collaborative meeting.
- 3.1.7 Elections will be held at the annual Collaborative meeting with Steering Council members assuming their positions the following January.

3.2 Duties

- 3.2.1 The Steering Council is responsible for recruiting Sector Representatives.
- 3.2.2 The Steering Council is responsible for Assigning tasks to the Collaborative Coordinator(s)
- 3.2.3 The Steering Council is responsible for Oversight of Collaborative Coordinator(s).
- 3.2.4 The Steering Council is responsible for making employment decisions, setting employment standards, managing payroll, and conducting performance reviews of the Collaborative Coordinator on an annual basis.
- 3.2.5 The Steering Council is dedicated to assisting the Coordinator(s) with implementing its action plan.
- 3.2.6 Steering Council will also administer the day-to-day business of the Collaborative, staying abreast of committee and Work Team activities.
- 3.2.7 The Steering Council is responsible for Establishing, monitoring, and adjusting the Collaborative's action plan and budget as needed.
- 3.2.8 The Steering Council is responsible for Measuring and reporting outcomes.
- 3.2.9 The Steering Council is responsible for Assuring compliance with federal grant requirements.
- 3.2.10 The Steering Council shall present an annual budget to the Collaborative for approval every year at the annual Collaborative Meeting as defined in Article II.
 - 3.2.10.1 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.
- 3.2.11 Investigating and resolving membership and personnel issues as they arise.

3.3 Officers

3.3.1 Chair

- 3.3.1.1 The Chairperson, in consultation with others, sets the agenda and presides over Collaborative Meetings and Steering Council meetings.
- 3.3.1.2 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 or staff.
- 3.3.1.3 The Chair will see that all actions taken by the Steering Council are executed and will perform all other duties incident to that office; however, the Chair may delegate specific powers to any other Steering Council member. Any such delegation of duties or the authority to sign documents must be in writing.

3.3.2 Vice Chair

- 3.3.2.1 The Vice Chairperson will perform such duties as may be assigned by the Chair or the Steering Council.

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3.3.2.2 If the Chair is absent or unable to perform their duties, the Vice Chair will perform the Chair's duties until the Steering Council directs otherwise.

3.3.3 Secretary

3.3.3.1 The Secretary will serve as custodian of the Collaborative records.

3.3.3.2 Photocopy and assemble meeting materials and take minutes at Steering Council and Collaborative meetings.

3.3.3.3 Provide notices and facilitate correspondence between the Steering Council and the rest of the Collaborative membership.

3.3.3.3.1.1 Perform all other duties incident to that office or assigned by the Chair or the Steering Council.

3.3.3.3.1.2 If necessary or desirable, the Secretary may, in writing, delegate some or all their duties.

3.3.4 Past Chair

3.3.4.1 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.

3.4 Meetings, Quorum, and Voting

3.4.1 The Steering Council will meet in person or virtually monthly or at such times as dictated by the needs of the Collaborative.

3.4.2 No official business may be transacted at a Council meeting unless a simple majority of the Council Members then serving are present in person or virtually.

3.4.3 Any decision made by the Steering Council 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.

3.5 Resignation and Removal

3.5.1. A Council Member may resign at any time by providing written notice to any Steering Council officer.

3.5.2 Notice of resignation is effective on receipt or later as designated in the notice.

3.5.3 An interim successor may be appointed by the remaining Council to serve through the end of the resigning member's term until the next election.

3.5.4 A Council Member may be removed, for cause, using the procedures set forth in Article I.

Article IV COMMITTEES AND WORK TEAMS

4.0 Committees

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

4.0.1.1 Communications Committee

4.0.1.1.1 The Communications Committee is responsible for developing and carrying out a comprehensive, multi-platform media plan to: (a) promote the Collaborative events and its activities; (b) educate the public about emerging substance-misuse issues in Montcalm County;

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and (c) report on Collaborative progress and achievements.

- 4.0.1.1.2 Members of the Communications Committee will administer and update the Collaborative’s social media, draft press releases as needed and assist Work Teams in promoting their initiatives.

4.1 Work Teams

- 4.1.1 The Collaborative may establish Work Teams, as needed, to meet its goals.
- 4.1.2 Work Teams are responsible for planning, organizing, and carrying out their activities and projects.
- 4.1.3 Members of a Work Team serve at will.
- 4.1.4 Each Work Team must designate a chairperson.
- 4.1.5 Work Teams are also responsible for building their capacity by recruiting and involving community stakeholders in carrying out their initiatives.
- 4.1.6 If a Work Team needs support or guidance from the Steering Council – concerning capacity building, Work Team initiatives, or any other matter; the Work Team chair may request time on the Steering Council’s meeting agenda.
- 4.1.7 Work Teams set their own meeting schedules and conduct their meetings in whatever fashion is deemed most beneficial to the Work Team members.
- 4.1.8 Work Teams may make day-to-day decisions without prior approval of the Steering Council; however, a Work Team may not depart significantly from the established logic model, budget, or action plan without first seeking approval from the Steering Council.
- 4.1.9 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.
- 4.2.10 Work Teams may seek support and assistance from the Collaborative Coordinator(s) as desired.

Article V STAFF

5.0 Collaborative Coordinator.

- 5.0.1 The Collaborative Coordinator is a paid staff of the collaborative and must comply with the employment standards set by the Steering Council.
- 5.0.2 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.
- 5.0.3 Collaborative Coordinator Duties are described in the Collaborative Coordinator Job Description.
- 5.0.4 The Collaborative Coordinator will consult with the Steering Council Chair before setting the agenda and will ensure that it is distributed in a timely fashion as defined by the Steering Council.

5.1 Assistant Coordinator(s)

- 5.1.1 The Assistant Collaborative Coordinator(s) is paid staff of the collaborative and must comply with the employment standards set by the Steering Council.
- 5.1.2 As a staff person, the Assistant Collaborative Coordinator(s) is not considered a Collaborative

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“member” and is not entitled to vote on matters that come before the Collaborative.

- 5.1.3 Assistant Collaborative Coordinator(s) Duties are described in the Assistant Coordinator Job Description.

Article VI FISCAL AGENT

- 6.0 A Fiscal Agent is a third-party fiduciary selected to manage and oversee funds from the grants when a fiscal agent is required.
- 6.1 As grantee, the Fiscal Agent must meet eligibility requirements and comply with all terms and conditions set forth in the Notice of Award.
- 6.2 Fiduciary Duties.
- 6.2.1 The Fiscal Agent oversees the grant(s) and provides fiscal guidance to the Collaborative.
 - 6.2.2 Disburses funds at the Steering Council’s request.
 - 6.2.3 Works with the Collaborative to establish an annual budget and ensures that the Collaborative stays within the approved budget.
 - 6.2.4 Processes carryover requests as needed.
 - 6.2.5 Completes all required reporting in a timely manner.
- 6.3 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.
- 6.4 Interaction with Collaborative
- 6.4.1 The Fiscal Agent, or its designee, may attend the Collaborative and Steering Council 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.
 - 6.4.2 The Fiscal Agent will provide regular financial reports to the Steering Council – quarterly or more frequently at the Council’s request – and will work with the Council, as needed, to resolve any issues that may arise.
 - 6.4.3 If needed, the Fiscal Agent may request time on the Steering Council’s meeting agenda to address any issues of concern.
- 6.5 Memorandum of Understanding
- 6.5.1 Additional duties beyond those described in these Bylaws may be found in the Memorandum of Understanding (MOU) between the Fiscal Agent and the Collaborative.
 - 6.5.2 The parties will review the terms of the MOU on an annual basis or as needed.

Article VII THE VOICE OF THE COLLABORATIVE

- 7.0 It is important for the Collaborative to present a consistent and authoritative voice on matters involving substance-abuse prevention in Montcalm County.
- 7.1 Active Members are encouraged to speak with others in their spheres of influence and to otherwise promote the Collaborative’s mission whenever possible.
- 7.2 No staff, committee, work team member or fiscal agent representative may engage in official conduct on behalf of Montcalm Prevention Collaborative (i.e., “speak” for the Collaborative) unless the proposed activity has been coordinated with the Steering Council.

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Article VIII SUSTAINABILITY

- 8.0 The Collaborative will develop an annual sustainability plan that provides for the Collaborative's continued existence. Among other things, the sustainability plan will:
- 8.0.1 Cover whether the Collaborative should continue as a separate legal entity or merge with other substance-abuse prevention organizations in the community.
 - 8.0.2 Identify alternative non-federal funding sources for the Collaborative's ongoing operations.
 - 8.0.3 Evaluate future staffing and volunteer needs.

Article IX CONFLICT RESOLUTION

- 9.0 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 five (5) alternatives for resolving negative conflict:
- 9.0.1 Overlook. Whenever possible, to preserve the Collaborative's mission, a member will choose to overlook a conflict with another member.
 - 9.0.2 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.
 - 9.0.3 Negotiate. In addition to reconciliation, members will resolve substantive issues through bargaining and negotiation until a mutually agreeable solution has been reached.
 - 9.0.4 Assisted Resolution. When members are unable to resolve their differences on a one-on-one basis, they may seek the assistance of the Steering Council in utilizing a more formal conflict-resolution process. The two primary options for formal conflict resolution are:
 - 9.0.4.1 Internal Mediation. The Steering Council will select an impartial Council 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 Steering Council. If the conflict is successfully resolved, the mediator will prepare a written report and provide copies to the parties and the Steering Council. Mediation is non-binding, and a member may reject the mediator's suggestions or recommendations if the member finds them unacceptable.
 - 9.0.4.2 External Mediation. If Internal Mediation is unsuccessful, the Steering Council 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.
 - 9.0.5 Arbitration. When members cannot reach a voluntary resolution of the conflict, they agree

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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 X AMENDMENT

- 10.0 Any amendment to these Bylaws must be made, in writing, and approved by a simple majority of the Active Members present in person or virtually at any Collaborative meeting.
- 10.1 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.