

## Milestones in Muskegon County Community Collaboration

- 1994 Network of human services agencies establishes link with Muskegon Area Children's Agenda.
- 1995 Newly established Family Coordinating Council hosts series of public forums to identify critical community issues. Ten issues are identified.
- 1996 FCC establishes subcommittees to develop plans to address identified issues. Michigan Governor mandates designation of a Multi-Purpose Collaborative Body (MPCB) in each County.
- 1997 FCC approved by the State as MPCB for Muskegon County, with authority to distribute Strong Families/Safe Children (SF/SC) discretionary dollars. FCC also leads initiatives to address four community issues, and partners with University of Michigan to research impact of welfare reform.
- 1998 SF/SC dollars support multi-year effort to fund neighborhood-based programs. Neighborhood asset mapping process begins.
- 1999 FCC receives federal grants to fund programs targeting teen pregnancy.
- 2000 Comprehensive Youth Strategy planning process initiated with state and federal funding. CCC members support and staff data collection for first Youth Risk Behavior Survey (YRBS.)
- 2001 Collaborative efforts focused on two emerging local issues – Water Safety, and Infant Mortality. FCC supports implementation of "Back to Sleep," and Cribs Programs.
- 2003 SF/SC discretionary dollars are directed to support family-centered and school-based services delivery model known as Family Resource Centers.
- 2004 Organization name changed to Community Coordinating Council (CCC) to reflect broader planning role. CCC receives State endorsement as a community collaborative. Second YRBS survey conducted.
- 2005 CCC adopts mission and focus to reduce poverty in Muskegon County.
- 2006 Prosperity Continuum model – showing interconnections between human services and economic development – is adopted. Link with Muskegon Area Sustainability Coalition is approved. CCC affirms leadership role in Sustainability, and in setting community agenda for Social Equity.
- 2007 CCC provides leadership and support to other Sustainability partners – Environmental Integrity and Economic Development – in creating Prosperity Index.



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## Operating Guidelines



A STATE-ENDORSED COMMUNITY COLLABORATIVE

*Adopted: March 20, 2007*

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## Table of Contents

Purpose .....	1
Principles .....	1
Commitments .....	2
Organization .....	3
<i>Council</i> .....	3
Meetings .....	3
Consensus Decisions .....	3
Membership .....	4
Representatives and Alternates .....	4
Terms and Offices .....	5
Revoking Membership .....	5
Community Initiative Reviews .....	5
<i>Executive Committee</i> .....	6
Meetings .....	6
Consensus, Votes, and Quorum .....	6
Membership .....	6
Representatives and Alternates .....	7
Terms and Offices .....	7
Revoking Membership .....	8
Vacancies .....	8
<i>Other Committees</i> .....	8
Amendments .....	9
Authority and Assurance .....	9

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## Amendments

Amendments to these Guidelines may be made upon review and recommendation of the Executive Committee, and final review and approval of the Council.

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## Authority and Assurance

The CCC is not a legal entity. It cannot administer funds, designate partnerships, nor select or serve as a lead agency for a grant initiative.

The responsibilities and activities of member organizations related to the operations and activities of the CCC will be enacted in accordance with all federal, state and local statutes, rules and regulations by which each organization is governed.



for Chair and Vice-Chair will be two years. The Chair and Vice Chair may serve two consecutive terms. The terms of office for other consensus positions will be determined by the Committee but will not exceed two years, and two consecutive terms.

The Chair and Vice-Chair will carry out all responsibilities as specified in the approved Organization Description. The Chair conducts meetings of both the Executive Committee and the CCC. The Vice-Chair serves in the absence of the Chair. When the Chair completes the final term of office or resigns, the Vice-Chair succeeds to the Chair.

Appointments to offices are recommended to the Executive Committee by a nominating workgroup consisting of the Chair, Vice-Chair, and at least three other members. The Executive Committee reviews the recommendations, and makes final selections of officers by majority vote of a quorum.

### **Revoking Membership**

Executive Committee membership may be revoked by majority vote of a quorum when it is determined the individual is not committed to the principles and guidelines of the CCC, is not carrying out the duties and responsibilities of membership, and/or is not supporting the work of the Executive Committee or CCC.

### **Vacancies**

Committee or officer vacancies will be filled as deemed appropriate by consensus decision of the Committee as timely as possible.

### ***Other Committees***

The Executive Committee may establish other organization committees as appropriate and necessary to carry out the work of the Committee or the CCC. The function, role and operations of such committees must be approved by consensus of the Executive Committee. An Organization Description for each working committee must be drafted and presented to the CCC for review and approval.

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## **Purpose**

The Community Coordinating Council of Muskegon County (CCC) is a State-endorsed community collaborative organized to promote effective human services through collaboration, integration and support. The CCC promotes understanding, focus, and commitment to systemic changes and initiatives to accomplish desired outcomes for Muskegon County and its residents.

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## **Principles**

Collaboration succeeds where there is:

- Capacity and commitment to organize and engage people, funding, political will, and organizations.
- A shared framework of ideas, opportunities, issues and solutions.
- Communication, trust, reciprocity, and resilience.
- Mutual authority and accountability for success, and sharing of resources and rewards.

Innovation and shared-decision making among all stakeholders – member organizations and others in the community – will be promoted.

Duplication of services, pursuit of funding not consistent with established objectives and principles, and redundant information and resource utilization will be discouraged.



**collaboration:**

the state of having shared interests or efforts.

## Commitments

The CCC will:

- Provide forums, connections, and communications necessary to foster and promote collaboration and partnerships among human service agencies in Muskegon County.
- Lead visioning and planning for community agendas on issues and matters relating to human services.
- Require accountability and reporting of results on approved initiatives of the organization, and its components and member organizations.

CCC members will:

- Support the mission, goals, and initiatives of the CCC.
- Operate in accordance with the principles of collaboration and CCC guidelines.
- Commit to community planning and visioning, sharing of information, and coordination of resources.
- Accept the consensus process as the way to do business.
- Build trust and acknowledge self-interests.
- Contribute resources and staff as feasible to support collaborative initiatives and the work of the CCC.

The table below shows the permanent member organizations and suggested disciplines for appointed memberships.

**Table One: Executive Committee Membership**

*(Total number not to exceed fifteen)*

Permanent (one each)	Appointed (max. as indicated)
Area Agency on Aging Community Foundation Community Mental Health Services Circuit, District or Probate Court* County Health Department Department of Human Services Intermediate School District United Way	At-Large (1) Economic Development (2) Education (1) Government* (1) Healthcare (2) Law Enforcement (1) Social Services – private (1)
* Administrator, or designated elected official or judge.	

### Representatives and Alternates

Executive Committee members may not appoint alternates to attend meetings in their absence. An organization may recommend a senior executive or administrator to serve as the regular representative to the Committee in lieu of the chief executive officer or key elected official. The Committee must approve the representative by consensus.

### Terms and Offices

Terms of membership and office begin at the start of the CCC fiscal year (October 1.)

There is no limit to the term of membership for permanent member organizations. The individuals representing these organizations retain membership if they hold a chief executive or similar specified position in the organization, as long as membership is not revoked.

Appointed members serve three-year terms if they hold a chief executive or similar specified position in the organization, as long as membership is not revoked. These members may be appointed for two consecutive terms by Committee consensus. Where possible, terms for appointed members should be staggered.

Offices for the Executive Committee are Chair, Vice-Chair, and other positions as agreed to by Committee consensus. The terms of office

for review and discussion by designated committees and the Council.

Support for an initiative is granted by consensus decision.

### ***Executive Committee***

The Executive Committee is responsible for oversight and administration of the CCC. In this role, the Committee develops strategic plans and strategies, approves recommendations of established committees and collaboratives, and recommends approval of the organization's mission, goals and policies to the CCC.

#### **Meetings**

The Executive Committee will meet at least six times during each fiscal year. The Chair will present a proposed meeting schedule at the start of each fiscal year. The meeting schedule will be approved by general consensus.

#### **Consensus, Votes, and Quorum**

Most of the business of the Executive Committee is conducted through discussion and consensus. If a majority vote is necessary, a quorum of at least one-half of the membership will be required.

#### **Membership**

Executive Committee membership is limited to no more than fifteen members. Permanent members of the Committee include the executive directors of key publicly funded agencies, and the chief executive officers of the local Community Foundation and United Way agency.

Additional members are appointed by consensus of the Committee. Appointed members are selected as necessary to ensure adequate representation of the full membership of the CCC, and to support the work of the Committee. An appointed member must be a key elected official or an executive director, administrator, or senior executive of his/her agency or organization.

Permanent memberships are attached to the organization not the individual. Appointed memberships are attached to the individual not the organization.

## **Organization**

The CCC is organized and structured to meet the needs of its members, and to support effective collaboration. The organization is intended to be open and flexible, while still ensuring continuity and sustainability.

The purpose, membership, and duties and responsibilities for the CCC as a whole and each supporting component are described in separate Organization Descriptions. Initial and revised descriptions are prepared at the direction of the Executive Committee and approved by consensus of the Council.

Roles and operating procedures for the Council and Executive Committee are detailed below.

If there are conflicts of language, these Operating Guidelines supersede any Organization Description.

### ***Council***

The Council serves as the forum for member organizations to share information and participate in community visioning and planning. The Council reviews and approves reports and recommendations presented by approved organizational components and member organizations.

#### **Meetings**

The Council will meet at least three times during each fiscal year. A proposed meeting schedule will be presented by the Executive Committee at the start of each fiscal year. The meeting schedule will be approved by general consensus of the members present.

#### **Consensus Decisions**

The business of the Council is conducted through discussion and consensus. The consensus process is not intended to create a single point of view, but rather is to engage thinking and talking together to collectively and mutually bring about sustainable action. If consensus is not possible, the Executive Committee will meet and review the matter and by majority vote of a quorum make a decision that best serves the interests of the Council.

## **Membership**

Membership is open to any nonprofit public or private agency, institution, organization or governing unit engaged in providing, funding, or supporting human services for residents of Muskegon County. New member organizations are admitted following evaluation and approval of the Executive Committee.

Membership may also be granted to collaboratives, coalitions or task forces engaged in assessment, planning, and implementation of strategies to address community-wide challenges in Muskegon County. Collaboratives are granted membership only by approval of the Executive Committee.

Council membership attaches to an approved organization, collaborative, coalition, or task force – not an individual.

## **Representatives and Alternates**

Member organizations must designate a primary representative and may designate up to three alternate representatives to the Council. The primary representative must be a key elected official or an executive director, administrator, or senior executive of the member organization. Alternate representatives must have authority to commit the organization to Council decisions and actions, and must be a paid staff person directly engaged in planning and managing a program or department.

Member collaboratives, coalitions or task forces must designate a primary representative and may designate one alternate representative to the Council. The primary representative must be the Chair of the body. The alternate representative must have authority to commit the body to Council decisions and actions.

The primary representative and alternates may all attend Council meetings and participate in discussions. Only one individual per organization may respond to a call for consensus.

Periodically, members will be asked to provide a signed commitment of membership, and to provide a list and contact information for their primary and alternate representatives. Failure to provide either may be cause for revoking membership.

## **Terms and Offices**

There is no limit to the term of membership for member organizations. The primary representatives and alternates for approved organizations may continue to serve in those capacities as long as they hold a position of specified authority, and membership remains valid.

Membership for an approved collaborative, coalition, or task force continues as long as the body is active and functioning.

The Chair and Vice-Chair of the Executive Committee will serve in the same capacities at Council meetings.

## **Revoking Membership**

Council membership or representative status of an individual may be revoked if it is determined that the organization or the individual is not committed to the principles and guidelines of the CCC, is not carrying out the duties and responsibilities of membership, and/or is not supporting the work of the Council. Membership of an organization or representative status of an individual is revoked following review and majority vote of a quorum of the Executive Committee.

## **Community Initiative Reviews**

CCC member organizations accept the “duty to inform.” To support effective collaboration, coordination and partnering, member organizations are encouraged and may be required to provide information about community initiatives.

A community initiative review is required when:

1. CCC support is necessary for a grant application or funding.
2. An initiative will involve other organizations, or is related to programs, services or systems outside the organization’s “walls” or mission.

To ensure effective information sharing, member organizations are encouraged to complete an initiative review for significant programs and services even if CCC support is not required.

The process for community initiative reviews is established by the Executive Committee. The process includes presenting information