

AGENDA: OTTAWA COUNTY COMMUNITY ACTION AGENCY
Advisory Board Meeting: Wednesday, February 18th, 2026 10:00am
12251 James Street Holland, MI 49424-Main Conference Room

Mission: Ottawa County Community Action Agency aims to reduce the effects of financial hardships by promoting self-sufficiency and empowering individuals and families to achieve economic independence.

I. Call to Order

II. Announcement

A. Welcome, Gabby and Nate!

III. Consent Items

A. Approval of minutes from December 10th meeting (pages 2-4)

IV. Reports

A. Finance (OS 8.7)

1. Fiscal Report; Update on fiscal status (page 5)

B. Program Oversight and Development (OS 5.9)

1. Program reports (pages 6-8)

C. Advisory Board

i. Consumer Sector

V. Old Business

A. W4W

VI. New Business

A. STAR Rating (pages 9-12)

B. Board Matrix (page 13)

VII. Discussion

C. Bylaws/Policy discussion (page 14-22)

VIII. Public Comment

IX. Adjourn

**Next Meeting: Wednesday, April, 15th 2026 10am at 12251 James Street Holland, MI 49424- Main
Conference Room**

**OTTAWA COUNTY COMMUNITY
ACTION AGENCY ADVISORY BOARD**

Mission Statement: Ottawa County Community Action Agency aims to reduce the effects of financial hardships by promoting self-sufficiency and empowering individuals and families to achieve economic independence.

MEETING MINUTES

DATE: December 19, 2025

TIME: 1:00 pm

LOCATION: 12251 James Street, Holland

PRESENT: Brittney Brown, Debbie Deater, Alison El-Cassabgui, Molly Brouwer, Esther Fifelski, Danielle Weeks

STAFF: Jennifer Brozowski, Kerri Mammoser, Megan Kwantes

QUORUM: Yes

Call to Order

The meeting was called to order by Alison El-Cassabgui.

Announcements

- A. OCCAA would like to give a huge thanks to Rosa Hernandez for her years of service on the advisory board. Rosa's term ends 12-31-25.

Consent Items

- A. Meeting minutes from October 15, 2025, were approved.

Reports

- A. Finance (OS 8.7)
 - a. The financial report was included in the board packet. Emma provided an overview of FY25. The report for FY26 has funding listed as "pending" based on the federal government budget.
 - b. The State has now received its first quarter of funding, plus January. This is due to the continuing resolution at the federal level.
- B. Program Oversight and Development Reports (OS 5.9)
 - a. Reports were provided in the board packet.
 - b. LIHEAP funds are used for Weatherization as well as case management activities for utility assistance.

- c. Weatherization has been slowed a bit by homes needing deferral work.
- d. October was a big month for TEFAP. The number of households served was 2,199. Megan is still waiting on pantry numbers for November.

C. Advisory Board

- a. Cheryl Clark, County Treasurer, has expressed an interest in OCCAA. She would like to learn more about what we do. There is also an opportunity for collaboration with clients that may also be behind on their property taxes. Cheryl will be invited to future board meetings.
- b. Consumer Sector – Gabrielle Dunai has been approved for the consumer sector seat by the Board of Commissioners. Jen has reached out to her to get orientation scheduled. Gabbie works for Jehovah Jireh.
- c. Public sector - Danielle Weeks has been approved for a third term by the Board of Commissioners.
- d. Private sector – Nathan Slauer has been approved by the Board of Commissioners for the private sector. Nathan works for the Outdoor Discovery Center. He has experience with grant writing and funding raise.

Old Business - None

New Business

A. Fundraising Updates

- a. The Game Day for Good event raised \$1,776 for the agency. Planning to hold the event again next year.
- b. The Walk for Warmth for 2026 is being held on February 20, 2026, @ 5:30 pm at EV Construction in Holland. Posters have been printed. Board members are welcome to take some to distribute. OCCAA is working on collecting items for the silent auction. Any suggestions for donations for the auction would be appreciated. \$657 has already been raised by letters that went out to past donors. We are still looking for sponsors. If there are any suggestions, please pass them along.

B. Monitoring Results

- a. The programmatic monitoring report has come out. There were no findings and two recommendations. One recommendation is regarding dates on the files that we are working with State on resolving. The other was an incorrect income computation.

C. Funding Updates

- a. CSBG funding for the first quarter has been released. LIHEAP, TEFAP and A16 funds have also been released for the year.
- b. Consumers Energy reached out to let OCCAA know about funds that could be available for the agency. A final decision on the amount available will be made after 12-31-25. Preliminary number is \$550,000. \$500,000 will go toward assistance and some repairs. \$50,000 will be administrative fees. These funds will only be Consumers Energy customers.
- c. Esther Fifelski mentioned someone that could be willing to assist OCCAA clients with budgeting. She will send her contact information to Jen.
- d. Megan applied for a community impact grant with United Way. The application was \$300,000 over three years. The intent is to do mobile home repairs if

awarded the funds. Mobile homes do not qualify for the home rehab program. An additional idea is to do inspections on mobile homes before the purchase is made. OCCAA has been in contact with Punchlist Partners. This company helps teach homeowners basic home repair.

D. Bylaws

- a. Every five years the bylaws need to be updated. This is scheduled to take place in 2027. Jen would like to start the process in 2026. There is verbiage regarding the membership requiring full Board of Commissioner approval. OCCAA would like to have this removed. Jen will send some information over to corporate counsel for guidance on how to proceed. The Advisory Board vacancies must be filled within 90 days to remain compliant with the State. BoC approval can sometimes slow that process.

Public Comment - None

Adjournment at 2:02 pm

Next meeting is scheduled February 18, 2026, at 10:00 am at 12251 James Street in the main conference room.

OCCAA FY26 (October 2025 - September 2026) Available Funds

Grant	Grant timeframe	FY26 Budget	Spent YTD	Percentage spent	Balance	FY25 Budget	Spent YTD
Community Services Block Grant - FY25 Carryover	Oct 2024 - Sep 2026	318,691.31	\$ 190,014.56	60%	128,676.75	628,160.78	163,388.11
Community Services Block Grant FY26	Oct 2025 - Sep 2027	377,197.00	-	0%	377,197.00		
General Fund Contribution - NEW	Oct 2025 - Sep 2026	281,323.11	-	0%	281,323.11		
Total		977,211.42	190,014.56	19%	787,196.86	628,160.78	163,388.11

Utility Assistance Grants

Grant	Grant timeframe	FY26 Budget	Spent YTD	Percentage spent	Balance	FY25 Budget	Spent YTD
Michigan Energy Assistance Program	Oct 2025 - Sep 2026	83,197.00	25,670.33	31%	57,526.67	65,000.00	20,193.27
Water Affordability Grant	Oct 2024 - Sep 2027	101,200.00	13,492.72	13%	87,707.28	100,000.00	20,082.17
Consumers Energy - NEW	Jan 2026 - Dec 2026	246,000.00	-	0%	246,000.00		
Walk for Warmth Program			3,023.56				3,554.03
Total		430,397.00	42,186.61	10%	391,233.95	165,000.00	43,829.47

Food Assistance Grants

Grant	Grant timeframe	FY26 Budget	Spent YTD	Percentage spent	Balance	FY25 Budget	Spent YTD
The Emergency Food Assistance Program	Oct 2025 - Sep 2026	100,000.00	14,396.33	14%	85,603.67	100,000.00	20,871.17
Total		100,000.00	14,396.33	14%	85,603.67	100,000.00	20,871.17

Weatherization Grants

Grant	Grant timeframe	FY26 Budget	Spent YTD	Percentage spent	Balance	FY25 Budget	Spent YTD
Department of Energy Grant - FY26	Oct 2025 - June 2026	520,280.00	99,306.54	19%	420,973.46	484,223.04	199,552.74
Low Income Home Energy Assistance Program	Oct 2025 - Sep 2026	544,315.00	62,969.90	12%	481,345.10	381,426.00	65,771.69
Bipartisan Infrastructure Law Grant	Oct 2025 - Sep 2026	696,687.00	93,036.46	13%	603,650.54	670,487.00	101,946.35
Deferral Reduction	Jan 2024 - Sept 2026	163,283.15	47,756.99	29%	115,526.16	347,319.84	55,449.03
Deferral Supplemental - NEW	Oct 2025 - Sept 2029	275,289.00	8,513.37	3%	266,775.63		
Total		2,199,854.15	311,583.26	14%	1,888,270.89	1,883,455.88	422,719.81

Home Rehab Program

Grant	Grant timeframe	FY26 Budget	Spent YTD	Percentage spent	Balance	FY25 Budget	Spent YTD
Local Water Utility Affordability	Oct 2024 - Sep 2026	41,890.52	15,758.16	38%	26,132.36	50,000.00	6,560.68
Community Development Block Grant	July 2025 - June 2026	54,219.00	254.40	-	53,964.60	-	60.00
Total		96,109.52	16,012.56	38%	80,096.96	50,000.00	6,620.68

Subrecipient Grants

Grant	Grant timeframe	FY26 Budget	Spent YTD	Percentage spent	Balance	FY25 Budget	Spent YTD
Emergency Solutions Grant	Oct 2025 - Sept 2026	278,945.00	91,670.65	33%	187,274.35	287,358.00	89,318.84
Total		278,945.00	91,670.65	33%	187,274.35	287,358.00	89,318.84

OCCAA Utility Assistance Statistics (FY 2025-2026)

February 2026

Grant		Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	YTD/Total
Walk for Warmth	Expenses	\$0	\$0	\$0	\$0									\$0
	Households	0	0	0	0									0
	Avg Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Affordability Grant	Expenses	\$574	\$3,029	\$423	\$625									\$4,650
	Households	3	5	3	3									14
	Avg Payment	\$191	\$606	\$141	\$208	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$332
MI Energy Assist Prog (\$50,000)	Expenses	\$219	\$1,759	\$2,780	\$2,404									\$7,161
	Households	1	6	11	8									26
	Avg Payment	\$219	\$293	\$253	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$275
MEAP - APP responsibility (part of \$50,000)	Expended	1,435	2,474	3,463	2,189									9,562
	Payments	14	14	18	19									65
	Avg Payment	\$102	\$177	\$192	\$115	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$147
ZBPW (\$5,000+)	Expenses	\$0	\$0	\$0	\$0									\$0
	Households	0	0	0	0									0
	Avg Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Denials		1	3	4	1									9
FY 2025/6 Monthly Totals	Expenses	\$2,228	\$7,262	\$6,665	\$5,217	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$21,373
	Households	18	25	32	30	0	0	0	0	0	0	0	0	105
	Avg Payment	\$124	\$290	\$208	\$174	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$204
FY 2024/5 Monthly Totals	Expenses	\$5,293	\$4,708	\$7,120	\$9,586	\$9,749	\$11,319	\$9,615	\$8,771	\$6,787	\$5,402	\$4,794	\$4,955	\$88,100
	Households	18	23	38	37	49	50	47	47	51	30	28	23	441
	Avg Payment	\$294	\$205	\$187	\$259	\$199	\$226	\$205	\$187	\$133	\$180	\$171	\$215	\$200

	Individuals Served					Slots
	Holland-Zeeland (SW)	Jenison-Hudson (SE)	Tri-Cities (NW)	Coopers-Allend (NE)	County Total	
January-25	202	26	91	33	352	400
February-25	212	42	92	30	376	400
March-25	209	28	92	30	359	400
April-25	206	42	98	38	384	393
May-25	203	27	97	38	365	393
June-25	203	41	97	34	375	393
July-25	201	27	97	34	359	393
August-25					0	393
September-25					0	393
October-25					0	393
November-25					0	393
December-25					0	393
Calendar Year (2025) To-date Totals	1,436	233	664	237	2,570	

Calendar Year 2024 Average/Month	199	32	78	33	341
Calendar Year 2024 Box Totals (annual)	2,388	378	931	400	4,097

The Emergency Food Assistance Program (TEFAP)

	Households Served		Total Slots	Pounds Received	Value
	Mass Dist	Pantry			
(Second Quarter) Jan - March 2025	548	3,832	2,330	57,682	\$4,023.00
(Third Quarter) April - June 2025	564	4,165	2,330	72,567	\$4,156.65
(Fourth Quarter) July - Sept 2025	595	4,775	2,330	75,927	\$5,493.15
(First Quarter) Oct - Dec 2025	489	5,609	2,330	60,591	\$3,978.45
Calendar Year (2025) To Date Totals	2,196	18,381		266,767	\$17,651.25
Totals from Fiscal Year 2024	2,903	16,083		224,537	\$13,567.50

OCCAA Energy Education, Home Energy 101 and Homeowner Programs

December 2025

Home Energy 101 and 201

	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	YTD
HE101 and 201	4	4	7	0									15

HQS Inspections

	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	YTD
HQS Inspections	10	9	10										29

Homeowner Programs

	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	YTD	In Prog.
Home Rehab (Emergency)	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Weatherization Prog.

Dept. of Energy (DOE) July-June Goal: 30	2	1	1	0									4	7
BIL Oct-Sept Goal: 68	0	2	0	0									2	11
Wx Sup Goal:	1	0	0	0									1	3
Wx Def Goal:	0	4	1	0									5	6
LIHEAP Oct-Sept Goal: 10	0	0	1	0									1	10
Combined	3	7	3	0	0	0	0	0	0	0	0	0	13	37



STATE OF MICHIGAN

DEPARTMENT OF HEALTH AND HUMAN SERVICES

LANSING

GRETCHEN WHITMER
GOVERNOR

ELIZABETH HERTEL
DIRECTOR

December 17, 2025

Jennifer Brozowski, Executive Director
Ottawa County Community Action Agency
12251 James Street, Suite 300
Holland, MI 49424

Re: FY26 STAR Assessment Results and Network Risk Tolerance (MVID 4024)

Dear Ms. Brozowski,

The Michigan Department of Health and Human Services (MDHHS), Bureau of Community Action and Economic Opportunity (BCAEO), has completed its annual risk assessment for your agency. The results are presented in the attached FY26 STAR Assessment Report, which includes a summary of your agency's risk tolerance position based on BCAEO's evaluation.

We are pleased to report that the FY26 STAR Assessment reflects the continued strength and stability of Michigan's Community Action Agency (CAA) network. Through comprehensive evaluations across key operational categories—including financial stability, leadership, governance, compliance, and performance management—the network has demonstrated a low-risk profile statewide.

This designation affirms the State's strong confidence in the network's ability to manage and steward public funding effectively. Agencies across Michigan have consistently demonstrated:

- Strong financial oversight and stability, supported by clean audits and robust internal controls.
- Experienced and stable leadership, with succession planning and strategic direction in place.
- High levels of board engagement and governance compliance, ensuring transparency and accountability.
- Effective performance management systems, enabling data-driven decision-making and continuous improvement.
- Full compliance with CSBG requirements, reflecting a commitment to program integrity and service quality.
- Timely and accurate reporting, demonstrating operational discipline and responsiveness.

STAR Scoring Scale

The STAR Assessment uses a 5-point scale to evaluate BCAEO's risk tolerance in awarding funds:

- 5 – Excellent (No Risk): Exemplary performance with no identified concerns.
- 4 – Strong (Low Risk): Reliable operations with minor areas for improvement.
- 3 – Adequate (Average Risk): Meets expectations but may have inconsistencies or gaps.
- 2 – Needs Improvement (Moderate Risk): Notable weaknesses that may impact operations.
- 1 – Critical Concern (High Risk): Significant issues requiring immediate attention.

FY26 STAR Risk Assessment Average Results of the CAA Network:

Risk Categories	CAA Network Average Risk Tolerance
Financial Stability	4.36
Financial & Quality Management Systems	4.71
Board Compliance	5.00
CSBG Compliance	4.80
Leadership and Key Staff	4.85
Performance Management & Data	4.37
Monitoring	4.57
Single Audit Report	5.00
Reporting & Timely Submission	5.00
Complaints	5.00
Average STAR Results	5.00

These results reflect a **high-performing network with minimal risk** across critical areas of operations and compliance.

If your agency has any questions or would like to discuss your individual results further, please email the BCAEO main mailbox at MDHHS-BCAEO@michigan.gov to request a meeting.

We commend your leadership and thank you for your continued partnership in advancing community action and improving lives across Michigan.

Sincerely,



Kris Schoenow, Executive Director
MDHHS-Bureau of Community Action & Economic Opportunity

CC:

Melanie Sanford, MDHHS-BCAEO Deputy Director
Maddy Kamalay, Weatherization Manager
Robert Haske, BCAEO Financial Manager
Tracy Thompkins, BCAEO Program Compliance Manager
Alex Mehls, Weatherization Specialist
Justin Walls, Weatherization Technical Specialist
Lisa Ritter, Weatherization Analyst
Ben Gulker, CSBG Specialist
Ashley Slack, Organizational Standards Monitor
Courtney Lousma, Grant Manager
MiTEC
MVID 4024

STAR ASSESSMENT

(State Technical Assessment Report)

Agency Name: OCCAA Date: 12/16/2025

Final Evaluator: Kris Schoenow

Scale: 5 stars - Excellent/Very Low Risk | 4 Stars - Low Risk | 3 Stars - Average Risk | 2 Stars - Moderate | 1 Star - High Risk

STAR Category Scores and Titles		Risk Tolerance Position
4.36	Financial Stability	The agency maintains a stable financial position, though this low risk score suggests some room for enhancing long-term financial planning or strategies. Continue to focus on fiscal sustainability.
4.71	Financial & Quality Management Systems	Strong systems are in place to manage finances and ensure quality. The agency demonstrates reliable internal controls and continuous improvement practices.
5.00	Board Compliance	The agency is fully compliant with board governance standards. The board is engaged, informed, and provides effective oversight.
4.80	CSBG Compliance	The agency is well-aligned with Community Services Block Grant (CSBG) requirements. Policies and procedures are clearly documented and consistently followed.
4.85	Leadership and Key Staff	The score is in the very low risk category. This reflects a stable and capable leadership team, supported by qualified staff who contribute to a culture of accountability and innovation.
4.37	Performance Management & Data	This score falls within the low risk range. While foundational systems are in place, there is an opportunity to strengthen data collection, analysis, and performance tracking—particularly within the Weatherization Assistance Program—to further enhance program effectiveness and outcomes.
4.57	Monitoring	The agency has effective monitoring systems in place, supporting accountability and timely corrective action. Risk in this area is considered low.
5.00	Single Audit Report	A clean audit with no findings reflects strong financial oversight and compliance with federal requirements.
5.00	Reporting & Timely Submission	This perfect score indicates no risk and highlights the agency's strong performance in meeting reporting deadlines and requirements. Maintaining these practices will help ensure continued consistency, accuracy, and timeliness.
5.00	Complaints	Your agency has a strong system for managing and resolving complaints, with no issues reported. This reflects a high level of responsiveness and transparency.

STAR Score for Agency:

5.00

Excellent



The STAR was conducted to prepare the upcoming fiscal year's monitoring plan and schedule. The STAR Assessment's results can be updated throughout the year to ensure the State Office is providing quality training and technical assistance and appropriate monitoring and oversight. Typically, the STAR will be conducted on an annual basis.

STAR Methodology and Status Key

The risk assessment methodology is designed to evaluate the agency's exposure to potential risk across key operational and compliance areas. Using a standardized 5-point scale, each category is assessed based on the likelihood that issues could arise in the future, even if none are currently present. A score of 5 reflects very low risk tolerance—indicating strong systems and safeguards—while lower scores suggest areas where the agency may be more vulnerable to disruption, noncompliance, or operational challenges. This approach helps the State identify where additional oversight, support, or technical assistance may be needed to mitigate risk and ensure long-term stability.

STAR Risk Tolerance Position Status Key:

★★★★★ Excellent/Very Low Risk 5	The agency demonstrates exceptional organizational capacity with strong, consistent systems in place. The risk of noncompliance, financial mismanagement, or service disruption is extremely low—even under stress or scale. While risk is never zero, the agency is well-prepared to prevent and respond to potential challenges.
★★★★ Low Risk 4.99 - 4.00	The agency operates effectively with reliable systems and practices. While generally stable, there may be isolated areas of exposure. The likelihood of significant issues is very low and not likely.
★★★ Average Risk 3.99 - 3.00	The agency meets basic standards but may lack consistency or depth in some areas. There is a moderate risk that, under pressure or change, gaps in systems or oversight could lead to compliance or operational issues.
★★ Moderate Risk 2.99 - 2.00	The agency shows signs of systemic weaknesses or inconsistent practices. Without corrective action, there is a significant risk of noncompliance, financial instability, or service delivery failures.
★ High Risk 1.99 - 1.00	The agency exhibits major deficiencies that pose immediate and serious risks. These may include noncompliance, financial mismanagement, or inability to deliver services. Intervention is required to mitigate potential harm.

Skill Area	Description / Examples	Check if applicable	Notes
Governance	Legal duties, bylaws, policies, ethical, Roberts Rules of Order		
Strategic Planning	Visioning, long-term planning, change leadership		
Financial	Budgeting, financial statements, audits		
Fundraising, Development, & Event Planning	Donor cultivation, grants, campaigns, events		
Community Knowledge	Understanding local needs, populations served, lived experience, cultural competence		
Program Evaluation	Outcomes, impact measurement, data use		
Human Resources / Talent	Director support, succession planning		
Legal / Risk Management	Contracts, liability, compliance		
Marketing & Communications	Branding, messaging, media, advocacy		
Policy / Advocacy	Public policy, government relations		
Technology / Data	IT, cybersecurity, data governance		
Program Specific Knowledge/Skills	Housing repair, inspections, and generic construction		
Program Specific Knowledge/Skills	Utility, local municipality connections,		
Program Specific Knowledge/Skills	Energy efficiency		
Program Specific Knowledge/Skills	Food insecurity, food resources		

BYLAWS
Ottawa County Community Action Agency Advisory Board

ARTICLE I - NAME

This organization shall be called the Ottawa County Community Action Agency (CAA) Advisory Board.

ARTICLE II - PURPOSE AND FUNCTION

The Ottawa County Community Action Agency was established to operate a comprehensive community action program as outlined in the Michigan Economic and Social Opportunity Act of 1981 (PA 230) and its subsequent revisions and to reduce the effects of poverty in Ottawa County by promoting self-sufficiency and economic independence.

The purpose of the Advisory Board is to advise the OCCAA and the Ottawa County Board of Commissioners (the Governing Board) in the setting of basic goals, policies and procedures for its programs under the Act.

Section I. Responsibilities of the Governing Board:

The Governing Board is the Ottawa County Board of Commissioners and has the responsibility and authority to:

1. Oversee all program operation and planning.
2. Approve all contracts, annual program budget requests and operational policies of the CAA.
3. Establish policies for the operation of the CAA.

Section II. Specific Responsibilities of the Advisory Board:

The Advisory Board shall have the responsibility and authority to:

1. Advise the chief elected officials of the units of local government within the service area of the nature and extent of poverty within Ottawa County and recommend needed changes in federal, state, and local policies and programs.
2. Convene public meetings as necessary to provide individuals eligible for services and other community people the opportunity to comment upon public policies and programs to reduce poverty.
3. Act as the Policy Action Committee (PAC) for local Weatherization Programs.
4. Provide recommendations regarding the selection of the Program Director of the CAA.
5. Determine rules and procedures for the Advisory Board, subject to Ottawa County department and MDHHS-BCAEO policies.

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Ottawa County Community Action Agency Advisory Board

6. Select the officers and the Program Committee members, if any, of the Advisory Board.
7. Provide policy recommendations regarding personnel, organization, fiscal, and program activities.
8. Set goals, do long range planning, and monitor progress.
9. Provide recommendations regarding approval of all program proposals and budgets, including evaluation.
10. Exercise other responsibilities which the Governing Board chooses to delegate to the Advisory Board.

Section III. Specific Responsibilities of the Program Director:

The Program Director shall have the responsibility and authority to:

1. Prepare budgets for consideration by the Advisory Board and the Governing Board.
2. Implement and manage all programs and budgets that are approved by the Governing Board and which are funded.
3. Implement all policies as recommended by the Advisory Board and established by the Governing Board and/or State.
4. Appoint, supervise, and remove all personnel employed by the Ottawa County CAA subject to the personnel policies of Ottawa County.
5. Keep the Governing Board advised on a regular basis of the financial conditions, as well as the contractual and other legal obligations of the Ottawa County CAA.
6. Submit reports as requested by the Advisory Board and the Governing Board.
7. Report any other information which he/she feels should come to the attention of the Advisory Board and the Governing Board.
8. Perform related work required by the Advisory Board and the Governing Board.
9. Attend meetings of the Advisory Board.
10. Provide a structured Board orientation for each new Board member within 6 months of being seated.
11. The administrative responsibilities and authority established in Section 1 of this Article shall at all times be assigned to one individual. During the vacancy, disability, or leave

BYLAWS

Ottawa County Community Action Agency Advisory Board

of absence of the Program Director, the Governing Board may, at its discretion, appoint an Acting Director/Manager in consultation with the Advisory Board.

12. Program Director is to be hired and supervised by the Deputy County Administrator.

ARTICLE III – MEMBERSHIP

Section I. Representation:

1. The Community Action Agency Advisory Board shall consist of minimum of nine (9) individuals who live or work in Ottawa County that shall be appointed or removed as set forth in this article.
2. One-third of the members of the Advisory Board shall be elected public officials currently holding office, or their appropriate designated representatives. If the number of elected officials reasonably available and willing to serve is less than one-third of the membership of the Board, appointed public officials may represent the public sector. Public sector representatives will be appointed by the County Board of Commissioners.
3. One-third of the Board members shall represent the private sector, including the areas of business, industry, agriculture, labor, education, and religious and civic organizations located within the County. The private sector representatives shall be appointed by the County Board of Commissioners.
4. One-third of the Board members shall be representative of low-income, elderly, or disabled consumers or other individuals eligible for services residing in the County and shall be selected through a democratic process.
5. Nomination for consumer sector:
 - a) Nominations/selections within the community.
 - b) Nomination/selection of eligible low-income representatives by existing organizations designated by a board, whose membership is predominately composed of individuals eligible for services.
 - c) Nomination/selection of eligible low-income persons at a meeting or conference whose date, time, and place have been adequately publicized.
6. Election for consumer sector:
 - a) Nominations will be received and a list including the individual's backgrounds will be presented to the standing membership of the CAA Advisory Board.

BYLAWS

Ottawa County Community Action Agency Advisory Board

- b) Each Advisory Board member shall place one vote for each consumer sector vacancy on the board. The Governing Board will be informed of the individual(s) who received the most votes and has the final say in confirming the appointment.

Section II. Term of Office:

- 1. Members on the Board shall serve for staggered three-year terms.
- 2. The maximum number of terms is (four)
- 3. If appropriate, a waiver will be requested to extend a member's length of service on the Advisory Board.

Section III. Vacancies:

- 1. Vacancies on the Advisory Board shall occur when:
 - a) a member has been notified of his/her official removal by action of the Advisory Board or Governing Board.
 - b) a member notifies the Advisory Board of his/her resignation.
 - c) a member no longer meets the qualifications for membership (i.e., an elected official who leaves elective office).
- 2. Vacancies shall be filled, through the appropriate selection procedure, within 90 days after the Advisory Board or Governing Board has been notified of the vacancy.
- 3. Notice of public sector and private sector vacancy(ies) will immediately be forwarded to the Governing Board/County Administration office who will act according to established Ottawa County guidelines to fill the vacancy(ies).
- 4. Notice of consumer sector vacancy(ies) will be made to those service groups in Ottawa County which interact with the low-income and other representative populations. Referrals from these groups will be nominated for election to the Advisory Board.

Section IV. Neglect of Duties:

- 1. Public and private sector representatives may be removed from the Advisory Board only by the Governing Board based upon recommendation of the Advisory Board or nominating body.
- 2. Consumer sector representatives can be removed by democratic process of the Advisory Board.
- 3. Reasons for removal include the following:

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1. Absenteeism from three (3) consecutive meetings whereby such Advisory Board member shall be notified that unless cause for the absence is shown at the following meeting, he/she will be recommended for removal from Advisory Board membership. In the event that such member shows cause, a committee of the Board will then determine whether the member is still interested in and will be able to fulfill the responsibilities of Board membership.
2. Action or actions by such Advisory Board member which are outside the scope of his/her authority as defined by federal and local guidelines and which substantially interfere with the operations of the Ottawa County Community Action Agency.
 - c) Conduct or behavior by such Advisory Board member which is contrary to adopted Board policies and which substantially interferes with the operations of the Ottawa County Community Action Agency.
 - d) Substantial interference with program goals and objectives adopted and implemented by the Ottawa County Community Action Agency.
 - e) Divulgence of confidential information to non-Advisory Board members prior to action thereon by the Advisory Board.
4. Recommendation for removal of any member from the Advisory Board requires an affirmative vote of two-thirds (2/3) of the seated membership of the appropriate Board at any regular or special meeting.

Section V. Powers and Duties:

The Advisory Board shall have such powers and duties as shall from time to time be provided by law or be assigned by the Governing Board.

ARTICLE IV - OFFICERS

Section I. Advisory Board:

1. The officers of the Advisory Board shall consist of Chairperson and Vice-Chairperson or others as deemed necessary. Officers for these positions shall be elected by the Board members every two years in the fall of the year.
2. Chairperson. The Chairperson shall be elected by and from the membership of the Advisory Board. He/she shall appoint all sub-committees, subject to the approval of the Advisory Board unless otherwise provided by the Bylaws and should insure that activities of the Advisory Board are reported to the Governing Board.

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3. Vice-Chairperson. The Vice-Chairperson shall be elected by and from the membership of the Advisory Board. He/she shall perform such other duties as may from time to time be assigned.
4. Any elected officer may be removed from office for cause by the affirmative vote of two-thirds (2/3) of the whole Advisory Board, at any regular or special meeting. Cause for removal of any officer(s) shall be noted in the meeting Minutes.
5. Any vacancy in any office because of death, resignation, or otherwise, may be filled by the Advisory Board for the unexpired portion of the term. The notice of such meeting must state the intent to elect any officer or officers at said meeting.
6. Task committees will be formed as needed to conduct the Advisory Board's business.

ARTICLE V - MEETINGS

Section I. Regular Meetings:

1. The Board shall meet on a bi-monthly basis (generally the even months of the year). The Advisory Board shall be provided in writing notice of and the agenda for any meeting at least five (5) days in advance.
2. Each member of the Advisory Board shall, at every meeting of the Board, be entitled to one vote upon each subject properly submitted to vote. All proxy votes must be in writing to the Program Director. An email vote by Advisory Board members is allowable in extenuating circumstances on non-controversial matters when a quorum is not met at a regularly scheduled meeting.
3. A majority of those voting on any proposal at any Board meeting at which a quorum is present shall carry the vote, unless otherwise stated in these Bylaws.
4. A special meeting may be called by the Chairperson or any two (2) members thereof upon adequate written notice served to each member. Members may waive notice of any special meeting either before or after the holding thereof.
5. Written Minutes which include a record of votes on all motions shall be distributed to all Advisory Board members prior to the next meeting.
6. Any meeting of the Advisory Board may be adjourned from time to time as the Board may deem necessary.
7. Not less than 51% of non-vacant positions, of the minimum nine (9) seated Board members present, shall constitute a quorum for the transaction of the ordinary business of this Advisory Board.
8. Any citizen may comment upon Agenda items prior to the taking of a vote thereon.

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Citizens, after being recognized, shall identify themselves by name and address and shall ordinarily limit their presentation to four (4) minutes, unless the time is otherwise extended by the Chairperson or by note of the Advisory Board.

9. No employee of the Ottawa County Community Action Agency may serve on the Advisory Board, and no state employee may serve on the Advisory Board in a capacity which will require him/her to act as an agent for Ottawa County Community Action Agency in its dealings with any state department. Any member who has a direct financial interest in any matter being discussed or is an employee or Board member of an organization shall disclose such interest and refrain from voting on such matters.

ARTICLE VI - AMENDMENTS

These Bylaws may be amended by a two-thirds (2/3) vote of the membership present and voting at any duly scheduled meeting of the Advisory Board, or via email, and subsequently approved by the Governing  board.

ARTICLE VII - COMPENSATION

Reimbursement of actual expenses (mileage, etc.) to all members of the Advisory Board is permitted at the rates established by the Governing Board for the performance of duties and responsibilities in connection with Ottawa County Community Action Agency funded programs. An Advisory Board member may, at his/her option, waive such payments.

OCCAA Advisory Board Membership

The purpose of this document is to expand upon Article III – Membership of the OCCAA Advisory Board Bylaws and better define Section I. – Representation, Section II. – Term of Office, Section III. Vacancies, and Section IV. Neglect of Duties. Items detailed in this policy adhere to Organizational Standards and Information Memorandum 82, as required by all Community Action Agencies.

- I. Representation: Public Sector
 - a. These members include elected officials or a designated representative. Designated representative may include an employee of a government agency, whether it be city, county, state, or other local government. These individuals should include those with a passion for advocating for low-income community members.
 - b. Appointment of a public sector board applicant will apply through the Ottawa County portal and will be interviewed by the Board of Commissioners' Talent and Recruitment Committee.
 - c. The OCCAA Advisory Board and/or Program Director are encouraged to write a letter of recommendation advocating for a public sector applicant for candidates that fit the current needs of the Advisory Board.
- II. Representation: Private Sector
 - a. These members include those that would not otherwise be defined as public or consumer sector members and should include those with a passion for advocating for low-income community members.
 - b. Appointment of a private sector board applicant will apply through the Ottawa County portal and will be interviewed by the Board of Commissioners' Talent and Recruitment Committee.
 - c. The OCCAA Advisory Board and/or Program Director are encouraged to write a letter of recommendation advocating for a private sector applicant for candidates that fit the current needs of the Advisory Board.
- III. Representation: Consumer Sector
 - a. These members are nominated by one or more of the following methods:
 - i. Consumer sector members may be nominated by other Board members or other local agency staff.
 - ii. Consumer sector members may be current or past clients identified by agency staff as strong advocates for the agency's work.
 - iii. If there are no active nominations for a consumer sector member, OCCAA Program Director will contact the Ottawa Case Coordinators group to identify an interested and eligible community member.
 - iv. Consumer Sector members will meet with and conduct an informal interview with the OCCAA Program Director to discuss expectations and role on the Advisory Board
 - b. These members are selected by a democratic process as outlined below:
 - i. Program Director will provide all Advisory Board members a summary of the candidate's background and interests.
 - ii. Advisory Board members will cast a vote, either in person at a scheduled meeting or via email, in favor of or opposed to the candidate. Email votes will

take place in cases where waiting for a bi-monthly in-person meeting will violate the 90-day vacancy rule set out by the Organizational Standards.

- iii. The candidate that is selected, along with a letter of recommendation from the Program Director, will be sent to the Talent and Recruitment Committee for a vote.
- iv. If approved by the Talent and Recruitment Committee, the candidate will go to a vote by the full Board of Commissioners.

IV. Term of Office

- a. Staggered three-year terms refers to three years after the member is seated to the Advisory Board. Due to the difficulty in finding interested members, the length of the onboarding process, and the importance in avoiding vacancies of over 90 days, staggered terms would best fulfill the requirements by Community Action's Organizational Standards and Information Memorandum 82.

V. Neglect of Duties

- a. In reference to Bylaw Section IV Item 3c under the Neglect of Duties, conduct or behavior contrary to policies and operations refers to any behaviors that are offensive or demeaning to other Board members or clients of the agency's program. This may include racism, sexism, and/or other behaviors that would not align with the mission and values of OCCAA.