CAKE CISMA

Charlevoix, Antrim, Kalkaska, & Emmet Counties
Cooperative Invasive Species Management Area

Updated APRIL 2023

Strategic Plan

Mission Statement

The Charlevoix, Antrim, Kalkaska, and Emmet Cooperative Invasive Species Management Area (CAKE CISMA) will protect the natural resources, economy, and human health in Northern Lower Michigan through collaborative outreach and management of invasive species.

Scope

Geographic scope

The geographic scope of the CAKE CISMA is defined as the four-county area of Charlevoix, Antrim, Kalkaska, and Emmet counties in the northwest Lower Peninsula of Michigan (Figure 1). This service area also includes the Beaver Island Archipelago (Charlevoix County) in northern Lake Michigan.

Strategic Scope

Within the geographic scope defined above, the CAKE CISMA will focus on the prevention, identification, control, and ongoing monitoring of terrestrial plants and aquatic invasive species, as well as general and targeted outreach aimed at generating support toward, and improving the effectiveness and efficiency of, these activities. CAKE also aims to be an expert leader in the region in regard to all invasive species including invasive aquatic and terrestrial plants and animals, as well as invasive forest pests. For the purposes of this document, invasives are defined as those species that are not native to the region and whose introduction causes harm, or is likely to cause harm, to local, regional, or statewide economy, environment, or human health.

CAKE CISMA's management of invasive species ultimately benefits not only the health and function of natural systems (and by association the human-use benefits they provide via ecosystem services) but also helps to build long-term resilience of the region. A biodiverse functional system will have greater overall resilience and therefore will be able to better adapt to additional external threats ranging from additional invasive species introduction and proliferation all the way to climate change impacts. Therefore, one focal area for CAKE CISMA management will be natural areas of existing high quality and/or biodiversity. This, however, does not preclude management strategies that will address areas of lower natural quality, as efforts at those sites may more broadly reduce invasive species distribution and density as well as serve as demonstration or outreach projects. The CAKE Prioritization Tool will be used to make decisions regarding the relative importance of addressing site based or species based management, however it is also important to recognize that there are likely to be decisions made "outside" of the Prioritization Tool framework on a case-by-case basis through the steering committee and partners. In general, utilization of this adaptively-managed tool will provide guidance on management activities that provide the greatest set of positive outputs and utilize resources most efficiently, and in turn roll up to represent the best work the CISMA can do to reach desired outcomes.

While the majority of CAKE CISMA work has focused on improving ecological outputs from the service area, there are certainly instances of pest species that may technically fall under the broad definition of invasive species but have impacts more associated with agriculture, infrastructure, and human health. Management related to working lands and specific impacts of invasive species on the regional economy will be addressed as individual opportunities or challenges arise. The CAKE CISMA will evaluate those opportunities for engagement through the lens of desired strategic plan outcomes but will include local and regional context and/or opportunities as appropriate.

Finally, there are likely to be invasive species management projects which require some amount of additional habitat restoration. This may include native species revegetation, erosion control, or additional long-term monitoring. The CAKE CISMA recognizes that without these additional efforts, invasive species management alone may not result in the desired ecological outcomes; these types of projects will be supported by CAKE rather than directly implemented. One major strength of a CISMA is the diversity of partners and expertise, and in instances where follow-up restoration is determined to be a requirement, CAKE will connect and facilitate site managers, partners, and the public toward those additional restoration needs.

Ultimate Outcomes

The work of the CAKE CISMA will be considered successful when the following outcomes result from implementation of priority strategies defined in this document in a collaborative, sustainable fashion.

Management

The invasive species management implemented by the CAKE CISMA, or that of regional partners coordinated through the CAKE CISMA, has a net positive impact on both natural systems and human quality of life.

Engagement

The public and key stakeholders within CAKE's service area are informed, supportive, and/or involved in achieving the ultimate outcomes desired by the CAKE CISMA.

Function

The CAKE CISMA is effective in its efforts, collaborative in the way it achieves them, and sustainable to foster and maximize progress toward the goals of protecting regional natural resources, economics, and human health.

Strategies

The strategies defined below represent the most effective, efficient, and highest priority ways to achieve the CAKE CISMA's desired outcomes.

Management

1. Develop and agree-upon a prioritization model to guide CISMA management activities by ranking threats and assets in a quantifiable way to support cooperative, justifiable decision making.
2. Determine and define targets for restoration success, including (if necessary) the identification of metrics and/or indicators to measure progress toward those targets.
3. Implement management activities, including prevention, identification, control, and monitoring through the prioritization model to reach success targets, as well as facilitate restoration activities in concert with and/or following invasive species management to achieve additional, site-based outcomes such as resilience and improved human usage capacity.
4. Maintain datasets on invasive species' location and treatment status and use that data adaptively to manage the prioritization, measurement, and continued implementation of all management activities.
5. Develop a prioritization and management strategy/plan for aquatic invasive species and other invasive species of concern (ex HWA.)

Engagement

1. Employ coordinated outreach efforts to inform, inspire, and engage both the public and key stakeholders on the topic of invasive species. This can include the harm posed, the benefits of management, and ways that public/stakeholders can become involved.
2. Promote the CAKE CISMA throughout the region, in conjunction with specific invasive species outreach efforts or via additional engagement opportunities in the realms of general conservation, natural areas recreation, and economic prosperity.
3. Leverage partner programs, trainings, and projects to improve expertise and capacity among all CAKE CISMA partners, and provide a platform for CISMA partners to more broadly publicize work and engage with other partners and the public.

Function

1. Obtain funding to implement project-based work as well as ensure long-term sustainability and growth of the CAKE CISMA.
2. Where possible, engage with neighboring CISMAs and statewide efforts to increase outreach, share knowledge, and strengthen partnerships.
3. Define the organizational structure of the CISMA, the roles and responsibilities of staff and partners, and the by-laws necessary to self-govern and meet effectively.
4. Develop a protocol for identifying, recruiting, and sustaining additional partners.
5. Strive to utilize the latest technology, applications, ArcGIS, data management tools, and communication methods available and economically feasible.
6. Adaptively manage the CAKE CISMA Strategic Plan.

Actions

The specific actions that will be taken regarding each strategy to achieve the desired outcomes. These actions can often be correlated to the annual work plan.

Management

Strategy 1: Prioritize Work

1. Continuously evaluate "regional threat status" via MISIN alerts and ongoing survey efforts.
2. Develop and maintain a priority species list.
3. Develop and maintain a priority survey area/lands list.
4. Synthesize into existing or new prioritization model.
5. Add AIS and other invasive species to our prioritization process.

Strategy 2: Define Desired Outcomes

1. Regularly review current resource allocations and future resource availability.
2. Decide what management outcomes are achievable and maximally beneficial.
3. Identify metrics and/or indicators to measure progress toward outcomes.

Strategy 3: Implement Management

1. *Prevention* – Determine key invasive introduction pathways and assess options to mitigate.
2. *Identification* – Carry out survey (guided by prioritization model) to capture threat status.
3. *Control* – Using survey data and the prioritization model, implement work to abate threat.
4. *Monitor* – Revisit managed areas, review outcomes, and adapt as necessary, including evaluating further restoration needs beyond invasive species control.
5. Continue to investigate and develop the most effective and efficient ways to carry out management activities, including strike team formation, contractual work, and landowner facilitation.

Strategy 4: Manage Data

1. Utilize the Midwest Invasive Species Information Network (MISIN) and other datasets to gather existing invasive species distribution and density.

2. Feed MISIN data into "Strategy 3: Implement Management" to assist in identifying key management needs.
3. Upload all invasive species management data (e.g. survey and treatment) into MISIN at least yearly.
4. Provide feedback to MISIN and the Michigan Invasive Species Coalition (MISC) on function and ease of use of invasive datasets.

Engagement

Strategy 1: Educate and Inform

1. Develop coordinated outreach and education materials to be shared by CAKE CISMA partners.
2. Utilize additional, state-wide materials (e.g. Play, Clean, Go) as applicable.
3. Hold and/or attend events to provide general information on invasive species to the public.
4. Leverage partner trainings, workdays, and field trips to generate support for invasive species management.
5. Identify key stakeholders whose support could greatly advance progress toward outcomes and develop targeted outreach materials/events for them.
6. Develop CAKE's youth education strategy through lesson creation, connecting with schools and youth programming.
7. Grow digital education/outreach content on the website and social media accounts. Potentially expand into new platforms such as YouTube and TikTok.

Strategy 2: Promote the CISMA

1. Through activities in "Strategy 1: Educate and Inform", leverage opportunities to expand the understanding of CISMAs, the role of the CAKE CISMA, and the work being done.
2. Encourage partner organizations to assist in the promotion of the CAKE CISMA, either through their own events/outreach or through multi-partner opportunities.
3. If the development of a cost-share model is successful, widely publicize the resources available for private landowners or other stakeholders.

Strategy 3: Support Partner Capacity

1. Leverage partner training and events more broadly to build additional CISMA partner capacity and expertise.
2. Provide a platform for partners to publicize their workshops/trainings/events to all CISMA partners as well as to benefit (as appropriate) from additional public engagement.

Function

Strategy 1: Obtain Funding

1. Continue to apply for public funding through state or federal conservation opportunities.
2. Investigate private funding options in the region, either organizational or individual.
3. Seek to develop alternative (and ideally sustainable) funding streams such as special assessment districts, endowments, and/or a cost-share model.
5. Work with municipalities, townships and counties to negotiate dedicated funding opportunities.

6. Engage with MISC and other CISMAs to collaborate on larger-scale funding if applicable.

Strategy 2: Communicate and Collaborate

1. Communicate with neighboring CISMAs (e.g. through attendance at partner meetings) to improve regional knowledge and outreach.
2. Utilize communication platforms such as the Michigan Invasive Species Coalition forum and website to share information, discuss up-and-coming threats/issues, and stay engaged with larger-scale efforts.
3. Attend (as possible) conferences, webinars, and workshops regarding invasive species management and ecological restoration throughout the state and Great Lakes region.

Strategy 3: Organize/Formalize

1. Develop an organizational structure for completing work outlined in the Strategic Plan, through Steering Committee members, Subcommittees, working groups, and ad-hoc project teams.
2. Define the roles and responsibilities of partner organizations, including how to join, what is required of a partner, and what benefits a partner is provided.
3. Formalize additional rules for efficient CISMA function, potentially through a set of by-laws outlining governance/supervision, decision-making, and conflict resolution.

Strategy 4: Manage Partnerships

1. Define role of partners and/or "tiers" of levels for partner engagement.
2. Develop a process to identify key potential partnerships for improving CISMA outcomes/function/capacity.
3. Once recruited, work to keep partners engaged, active, and supportive of CISMA efforts benefitting both the CISMA and themselves.

Strategy 5: Develop Technology

1. Determine what GIS resources are needed for managing species and treatment data.
2. Investigate new and upcoming technologies that will improve and streamline CAKE function.

Strategy 6: Adaptively Manage

1. Carry out a yearly review of the plan itself, including clarity, content, and usefulness.
2. Review yearly outputs from management, outreach, and function strategies and check them against desired outcomes.
3. Review strategy pathways and identify upcoming impediments and "go/no-go" points.
4. Adapt plan based on current situation analysis.
5. Develop reporting that both satisfies funder requirements and tracks progress toward plan outcomes.

Appendices

Appendix 1: Prioritization (Priority Species List, Priority Survey Areas)

Appendix 2: Structure (Relevant Parties Worksheet, Organizational Chart, Work Plan, Steering Committee By-Laws, and Partner MOU)

Priority Species List *(4/25/23)*

The Charlevoix, Antrim, Kalkaska, and Emmet counties Cooperative Invasive Species Management Area (CAKE CISMA) has created the following framework to organize invasive species concerns relevant to the geographic area served by the CISMA in collaboration with the CAKE CISMA steering committee. CAKE CISMA defines an invasive species as a non-native species to the ecosystem under consideration whose introduction causes or is likely to cause economic or environmental harm or harm to human health. The priority species list is sorted into aggregate tiers intended to be used as a framework to guide management decisions throughout the four-county service area. Rankings are subject to change at a county level, depending on the spatial distribution of certain species within each county. This list is a living document and is reviewed and updated annually by CAKE CISMA staff to be approved by a majority vote from the CAKE CISMA steering committee.

Tier 1- Prevention/Early Detection

These species are not yet present in the service area. They pose a great ecological threat to the region if introduced. Tier 1 species are a high priority to the State of Michigan and are either very limited in their presence or not yet detected in Michigan. Management actions for these species include detection surveys, rapid response, and eradication if effective tools exist. Prevention, education, and outreach are important for Tier 1 species.

Tier 2- Eradication - Rapid Response

Species that are not yet present in the service area or confined to a limited area. Small, localized populations make eradication possible for these species. Management actions for Tier 2 species are delimitation, containment, and eradication where feasible.

Tier 3- Containment

Species that are rapidly increasing in distribution throughout the CISMA region. Managed on a site-by-site basis based on ecological importance. Management actions for Tier 3 species are determined through project-based planning with the objective to slow spread and improving existing habitat function.

Tier 4- Local Control/ Asset Protection

Species that are widespread throughout the State of Michigan and can no longer be eradicated. As such, these species are managed by CISMA only on sites of high ecological value and where partnerships exist. CISMA will assist the public with Tier 4 species through education and outreach.

Terrestrial Invasive Species Priority List

Common Name	Scientific Name	Habitat
Tier 1 - Prevention Early Detection		
Amur cork tree	*Phellodendron amurense*	Terrestrial
Asiatic sand sedge	*Carex kobomugi*	Terrestrial
Black jetbead	*Rhodotypos scandens*	Terrestrial
Butterbur	*Petasites hybridus*	Terrestrial
Chinese yam	*Dioscorea oppositifolia*	Terrestrial
Chocolate vine	*Akebia quinata*	Terrestrial
Coltsfoot	*Tussilago farfara*	Terrestrial
Giant hogweed	*Heracleum mantegazzanium*	Terrestrial
Golden loosestrife	*Lysimachia vulgaris*	Terrestrial
Himalayan balsam	*Impatiens glandulifera*	Terrestrial
Himalayan blackberry	*Rubus bifrons*	Terrestrial
Japanese chaff flower	*Achyranthese japonica*	Terrestrial
Japanese hedge parsley	*Torilis japonica*	Terrestrial
Japanese hops	*Humulus japonicus*	Terrestrial
Japanese stiltgrass	*Microstegium vimineum*	Terrestrial
Kudzu	*Pueraria montana var. lobata*	Terrestrial
Lyme grass	*Leymus arinareus*	Terrestrial
Mile-a-minute weed	*Persicaria perfoliata*	Terrestrial
Pale Swallow-wort	*Cynanchum rossicum*	Terrestrial
Porcelain berry	*Ampelopsis brevipedunculata*	Terrestrial
Reed manna grass	*Glyceria maxima*	Terrestrial
Slender false brome	*Brachypodium sylvaticum*	Terrestrial
Wine raspberry	*Rubus phoenicolasius*	Terrestrial
Tier 2 - Rapid Response & Eradication		
Black Alder	*Alnus glutinosa*	Terrestrial
Black swallow-wort*	*Cynanchum louisieae*	Terrestrial
Daphne *	*Daphne mezereum*	Terrestrial
Japanese honeysuckle*	*Lonicera japonica*	Terrestrial
Oregon grape *	*Mahonia aquifolium*	Terrestrial
Poison Hemlock	*Conium maculatum*	Terrestrial
Tier 3 - Containment		
Asiatic bittersweet*	*Celatrus orbiculatus*	Terrestrial
Baby's breath*	*Gypsophila paniculata*	Terrestrial
Barberries*	*Berberis thunbergii*	Terrestrial
Common Teasel*	*Dipsacus sylvestris*	Terrestrial
Dame's rocket*	*Hesperis matronalis*	Terrestrial
Invasive buckthorns*	*Rhamnus spp.*	Terrestrial
Knotweeds*	*Fallopia spp.*	Terrestrial
Russian/Autumn olive*	*Elaeagnus spp.*	Terrestrial
Wild parsnip*	*Pastinaca sativa*	Terrestrial
Tier 4 - Local Control & Asset Protection		
Bittersweet nightshade*	*Solanum dulcamara*	Terrestrial
Bladder Campion*	*Silene vulgaris*	Terrestrial
Bush honeysuckle*	*Lonicera spp.*	Terrestrial

Garlic mustard*	*Alliaria petiolaria*	Terrestrial
Invasive thistles*	*Cirsium spp.*	Terrestrial
Multiflora rose*	*Rosa multiflora*	Terrestrial
Periwinkle*	*Vinca major*	Terrestrial
Scots pine*	*Pinus sylvestris*	Terrestrial

* Denotes species present in the CAKE service area.

Aquatic Invasive Species Priority List

Common Name	Scientific Name	Habitat
Tier 1/Prevention Early Detection		
Brazilian Elodea	*Egeria densa*	Aquatic
Brittle waternymph	*Najas minor*	Aquatic
Carolina Fanwort	*Cabomba caroliniana*	Aquatic
European frogbit	*Hydrocharis morsus-ranae*	Aquatic
European Waterclover	*Marsilea quadrifolia*	Aquatic
Flowering rush	*Butomus umbellatus*	Wetland
Hydrilla	*Hydrilla verticellata*	Aquatic
Ornamental Jewelweed	*Impatiens glandulifera*	Wetland
Parrot feather	*Myriophyllum aquaticum*	Aquatic
Spiny naiad	*Najas marina*	Aquatic
Starry stonewort	*Nitellopsis obtusa*	Aquatic
Yellow floating-heart	*Nymphoides peltate*	Aquatic
Water chestnut	*Trapa natans*	Aquatic
Water lettuce	*Pistia stratiotes*	Aquatic
Water soldier	*Stratiotes aloides*	Aquatic
Tier 2 - Rapid Response & Eradication		
-	-	-
Tier 3 - Containment		
Eurasian watermilfoil*	*Myriophyllum spicatum*	Aquatic
Invasive Phragmites*	*Phragmites australis ssp. australis*	Wetland
Purple loosestrife*	*Lythrum salicarium*	Wetland
Tier 4 - Local Control & Asset Protection		
Narrow leaf cattail*	*Typha angustifolia*	Wetland

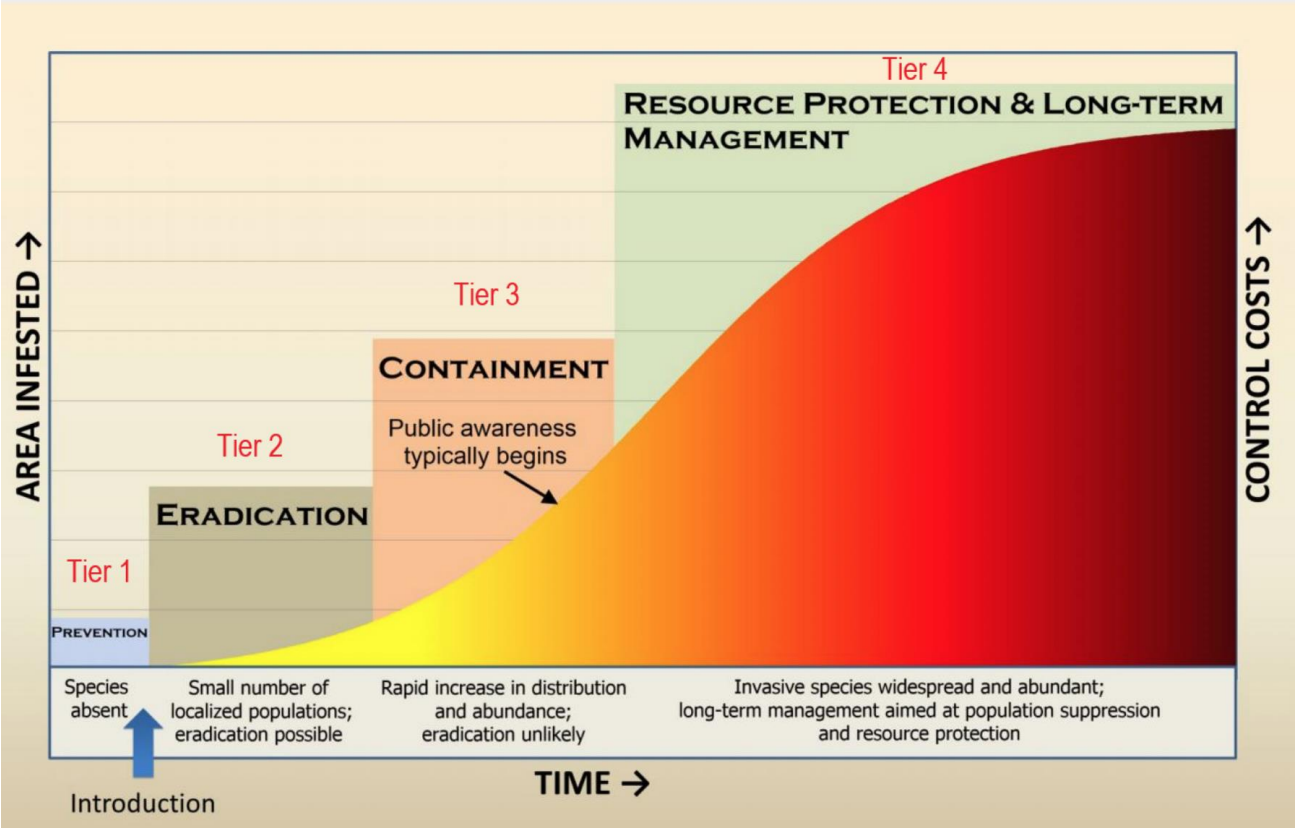
* Denotes species present in the CAKE service area.

Invertebrate Invasive Species Priority List

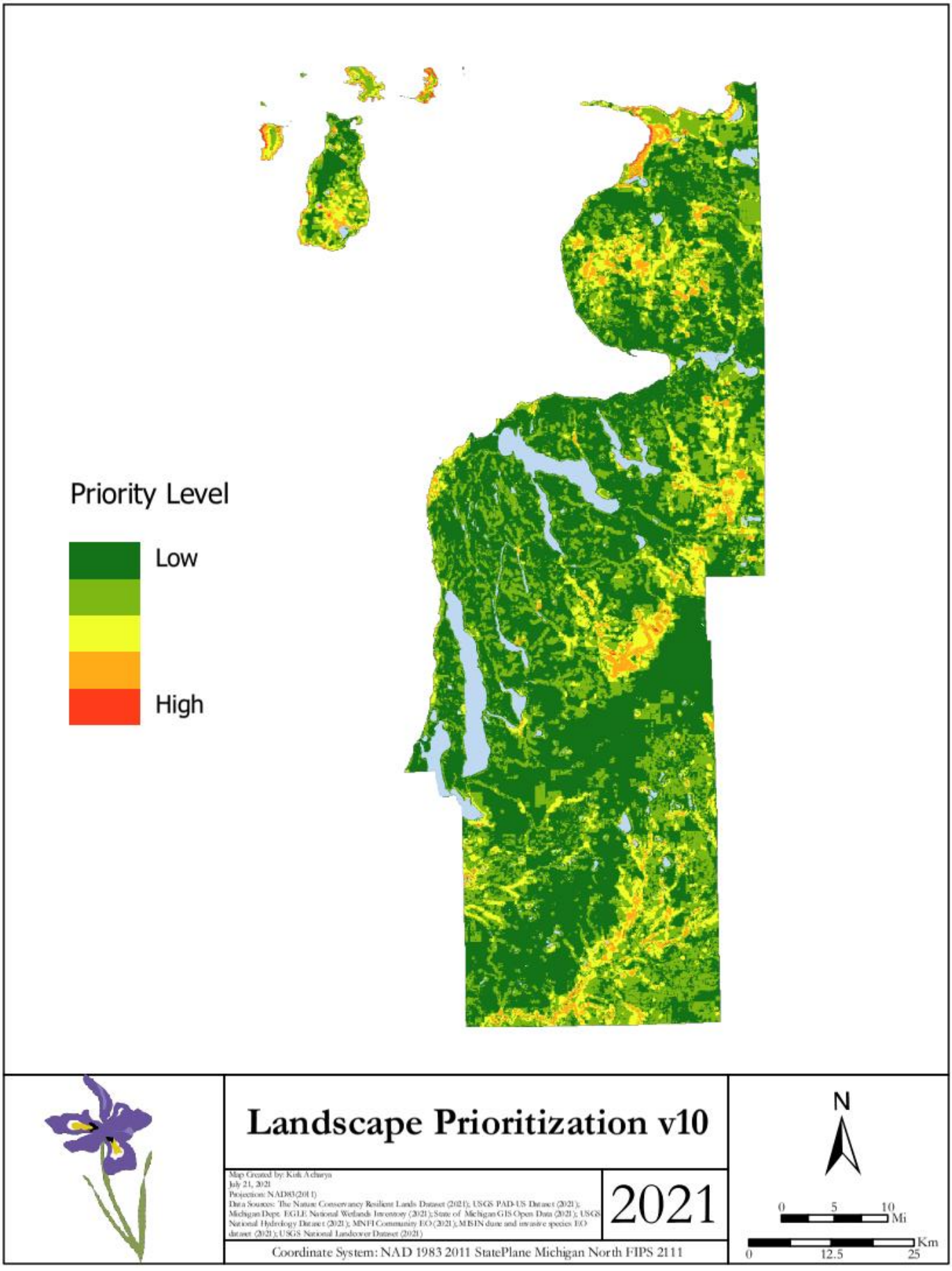
Common Name	Scientific Name	Habitat
Tier 1/Prevention Early Detection		
Balsam Woolly Adelgid	*Adelges piceae*	Balsam fir trees
Fishhook Waterflea	*Cercopagis pengoi*	Aquatic

Hemlock Woolly Adelgid	*Adelges tsugae*	Hemlock trees
Jumping Worms	*Amynthas agretis*	Streams
Spiny Waterflea	*Bythotrephes longimanus*	Aquatic
Spotted Lantern Fly	*Lycorma delicatula*	Variety of plant hosts
Thousand Canker Disease	*Geosmithia morbida*	Forest/Black walnut trees
Tier 2 - Rapid Response & Eradication		
New Zealand Mudsnail*	*Potamopyrgus antipodarum*	Streams
Tier 3 - Containment		
-	-	-
Tier 4 - Local Control & Asset Protection		
Zebra & Quagga Mussels*	*Dreissena bugensis*	Lakes, ponds, and streams

* Denotes species present in the CAKE service area.



Appendix 1: Prioritization



CAKE CISMA Relevant Parties Worksheet

	Steering Committee	Fiduciary	Coordinator	CISMA Members/Partners
Funding	Approve the pursual of grants and seek alternate funding sources as appropriate. Confirm the ability of the coordinator to administer and the fiduciary to manage funds for new grants.	Fully and promptly cooperate and comply with all funding agreement requirements including any accounting, auditing, record keeping requirements	Identify grants and funding sources and take a lead role in coordinating grant writing.	Assist in the coordination and/or undertaking of applying for grant funding
	Collaborate with the Coordinator and the lead fiduciary agents for grants as needed.	Provide a report of monthly financial progress. (*see Partner Meetings below*)	Administer all grants/ oversee implementation of all funds.	Provide expertise and coordinate grant applications of or for the Members relative to areas within the OC CISMA
	The steering committee chair, or their designee, shall provide support in drafting and submitting all grant materials	Review all grant financial submissions	Familiarize self with and follow all procurement protocols	Identify appropriate grants to bring to the coordinator
	Dedicate a level of financial commitment through providing project funding and/or matching contributions.	Help develop solutions for sustainable CISMA funding	Help develop solutions for sustainable CISMA funding	Help develop solutions for sustainable CISMA funding
	Help develop solutions for sustainable CISMA funding			
	Hold regular strategic funding discussions to determine strategic actions and yearly budgets			

	Steering Committee	Fiduciary	Coordinator	CISMA Members/Partners
Staff	Oversee the CISMA Coordinator and the coordinator's activies including annual workplans and providing input to the fiduciary for annual reviews (October).	Develop job descriptions, post, interview and hire staff in consultation with representatives of the CAKE CISMA Steering Committee	Manage other CISMA staff including advertising positions, interviewing, onboarding and supervision in concert with the fiduciary and CISMA Steering Committee	Communicate with coordinator and steering committee about needs
	Approve salary requests for CISMA Coordinator and staff	Consult with representatives of the CISMA Steering Committee on performance reviews, including salary modifications, of CISMA Coordinator	With steering committee approval, provide performance reviews and salary recommendations for CISMA staff.	

		Maintain all employee records.		
Outreach	Delegate execution of public relations, educational materials, and training initiatives	N/A	Create and oversee the development of outreach materials including press releases, informational brochures, and similar products.	Assist in the coordination and/or undertaking of education and outreach programs regarding invasive species and management methods
			Develop or oversee the development and maintenance of the CISMA website and social media.	
			Develop and deliver effective outreach and education programs (including presentations) for stakeholders (government bodies, homeowners' associations, watershed councils, etc.)	
			Serve as focal contact person for all partners	Promote CISMA educational materials through appropriate channels (website, social media, etc.)
			Participate in regional, state, and national invasive species collaborations to share through education events.	
	Steering Committee	**Fiduciary**	**Coordinator**	**CISMA Members/Partners**
Partner Meetings	The chairperson shall call and presid over partner meetings, delegate the coordinator to run meetings, prepare a draft agenda in collaboration with the Steering Committee, and may call a meeting at his or her own discretion or upon the request of two or more partners/members.	NA	Coordinate and run monthly steering committee meetings, including speakers, and support subcommittees as needed	Designate a regular representative to attend Partner Meetings
			Communicate and report regularly with CAKE CISMA Steering Committee and partners, as well as fiduciary	
			Provide training for partners	
Steering Commmittee Meetings	Develop agendas for and call regular meetings.	Provide financial updates at the CISMA Steering Committee quarterly meetings.	Communicate and report regularly with CAKE CISMA Steering Committee and partners, as well as fiduciary	Request topics for steering committee to address as necessary
	Provide meeting notes to all members.			

Treatment	Provide coordinator with assistance in development of annual work plan for invasive species treatment implementation and other related activities.	Provide coordinator with assistance in coordinating requests for and reporting on appropriate permits for treatment activities. Additionally, the fiduciary shall act as the permit holder, as necessary.	EDRR efforts- work with local, state, and federal partners proactively.	Assist in the coordination and/or undertaking of administering programs for purposes of controlling and preventing the spread of invasive species
			Coordinate survey and monitoring efforts, use GIS and other tools to upload information to MISIN. Share invasive species location data with stakeholders.	
			In consultation with Steering Committee, develop annual work plan for invasive species treatment implementation and other related activities.	
				Provide expertise and oversight to invasive species management activities within the CISMA
			Ensure invasive species control is conducted according to best management practices and in compliance with all local, state, and federal laws and regulations	
			Develop and support strike team as funded.	
			Annually review and update the Strategic Plan.	
			Help to fill gaps in response capabilities of local partners.	

CAKE CISMA Bylaws (4/25/23)

Name

The name of the organization is CAKE CISMA, which is an acronym for Charlevoix, Antrim, Kalkaska Emmet (CAKE) Cooperative Invasive Species Management Area (CISMA).

Purpose

CAKE CISMA exists to coordinate the identification, management, monitoring and treatment of harmful invasive species in the geographic area of Emmet, Charlevoix, Antrim and Kalkaska Counties in Northwest Lower Michigan.

General Partner Membership

Any person or organization interested in the purpose of the CAKE CISMA can be a partner. Partners may choose to participate in management activities that affect them or support the CAKE CISMA mission in whatever manner is agreeable to them and the Steering Committee. The general membership will have no term limit.

Steering Committee

Steering Committee (Committee) will be composed of nine (9) members. The committee members will be elected from the Partners. Partners who wish to be on the election ballot may indicate this through a letter of interest to the Steering Committee. Steering Committee members will be elected by the Partners at the annual meeting, with an eye toward equitable geographic representation across the 4-county region.

Terms for the Steering Committee members will be three years. These will be on a rotating schedule, where at any one election we will have no more than three (3) members up for election. There shall be no term limits placed on committee members who are elected by the partners.

Steering Committee members may resign. If a member wishes to resign they must notify the committee chair in writing. The Steering Committee can also remove a member by majority vote. If any member is removed they will be notified in writing by the Committee chair. Vacancies will be filled by appointment by the chair with approval by the committee until the next election.

Steering Committee Member Duties

The Steering Committee determines the priorities, scope and breadth of official CAKE CISMA actions. Steering Committee members will follow the strategic plan in developing an outline of work for CAKE staff. Additional Steering Committee Duties are as follows:

1. Attend all steering committee meetings.
2. Provide constructive comments on all material sent out to Steering Committee members for review.
3. Review the strategic plan annually.
4. Review the annual work plan.
5. Act in a professional manner at all meetings, and when representing the CISMA.
6. Provide project ideas and potential grants to CISMA staff.
7. Assist in planning and carrying out events when called upon by CAKE Staff or other members.
8. Provide feedback on staff performance via the Executive Committee.

9. Support the financial well-being of the organization through budget oversight at quarterly meetings.

10. Support the financial well-being of the organization through programmatic contributions matching funds, in-kind and actual cash contributions.

Steering Committee Officers

The Steering Committee, at its annual meeting, shall elect from its membership a Chair, Vice-Chair, and Secretary. The Chair presides at all Steering Committee meetings and the CAKE CISMA general membership. The Chair is the contact person for CISMA staff to bring issues to the Steering Committee. The Vice-Chair acts as Chair in the absence of the Chair. The Secretary shall produce accurate minutes of meetings of the Steering Committee.

Meetings

The Steering Committee will hold regular quarterly meetings; schedule will be posted on CAKE CISMA website and the public is encouraged to attend. These meetings will be used to discuss current projects the CISMA has undertaken. The agenda will be determined by the CAKE Coordinator and Chair. If other members want an item on the agenda, they will forward it to the CISMA Chair. Meetings will be held virtually and/or in-person at the discretion of the committee. The CISMA Annual Meeting will be held during the fourth quarter. All partners and general members will be invited to this meeting. The Annual Meeting will be used for the election of Steering Committee members and officers.

The Steering Committee may meet more frequently at times when this is needed to oversee the functions of the CISMA. Steering Committee meetings outside of the regularly scheduled quarterly meetings shall be called by the Chair, and all current members of the committee shall be notified by the Chair at least 48 hours prior to the meeting.

A meeting of all partners may be called by the Chair as needed for communication and dissemination of information.

Voting by steering committee members on CAKE CISMA function and governance may be in person, by proxy, or by electronic transmission.

Committees

The Steering Committee may create committees to study, review, or propose items as needed. Membership of committees shall include at least one Steering Committee member. Other members of committees can be general members or members of the general public as determined by the Steering Committee.

Executive Committee

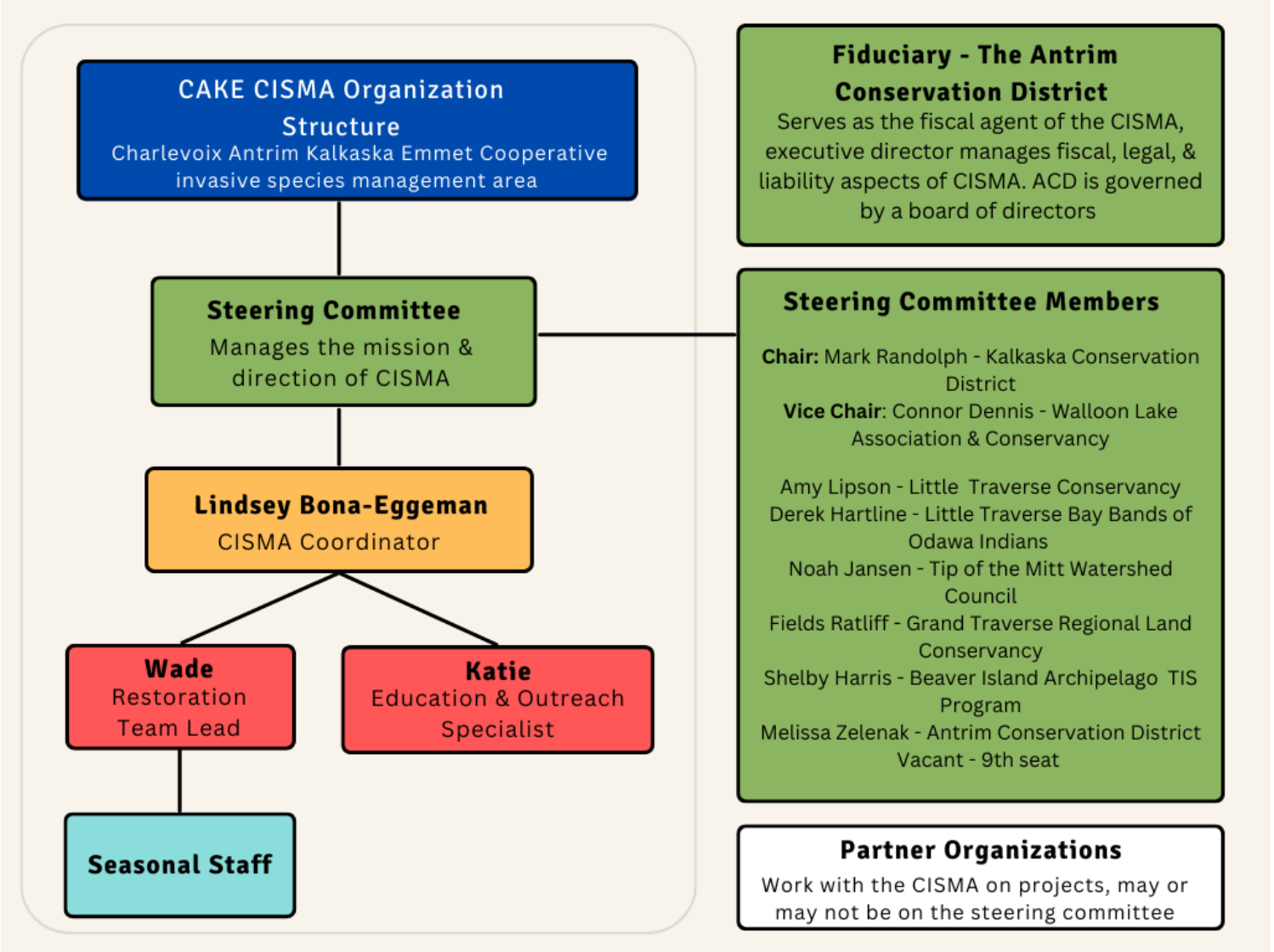
The executive committee (EC) shall consist of the Chair, Vice-Chair, Fiduciary representative and CAKE Coordinator. EC shall be responsible for approving the pursual of grant opportunities and consulting on the hiring of coordinators and other CAKE staff/. The EC will also provide annual performance reviews of CAKE staff.

Amendment

These bylaws shall be reviewed by the Steering Committee annually. Revisions and amendments may be made by a majority vote of the committee at any duly called and advertised meeting of the committee.

Declared ADOPTED this _____ day of _____, 2023,

_____ Chair


CAKE CISMA Organization Structure
Charlevoix Antrim Kalkaska Emmet Cooperative invasive species management area
Steering Committee
Manages the mission & direction of CISMA
Lindsey Bona-Eggeman
CISMA Coordinator
Wade
Restoration Team Lead
Katie
Education & Outreach Specialist
Seasonal Staff
Fiduciary - The Antrim Conservation District
Serves as the fiscal agent of the CISMA, executive director manages fiscal, legal, & liability aspects of CISMA. ACD is governed by a board of directors
Steering Committee Members
Chair: Mark Randolph - Kalkaska Conservation District
Vice Chair: Connor Dennis - Walloon Lake Association & Conservancy
Amy Lipson - Little Traverse Conservancy
Derek Hartline - Little Traverse Bay Bands of Odawa Indians
Noah Jansen - Tip of the Mitt Watershed Council
Fields Ratliff - Grand Traverse Regional Land Conservancy
Shelby Harris - Beaver Island Archipelago TIS Program
Melissa Zelenak - Antrim Conservation District
Vacant - 9th seat
Partner Organizations
Work with the CISMA on projects, may or may not be on the steering committee