

2022 - 2026

**Los Angeles County Perinatal and
Early Childhood Home Visitation
Consortium Charter**

Consortium Charter¹

Reasons for Charter

- Seeing the power of a united voice, coordinated referrals, supported home visitors, data-informed advocacy, expanded partnerships, and increased funding, our organizations have joined together to create a formal network. This charter outlines the agreement made by us, Membership organizations, to sustain the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and to forward its goals.
- This charter is open-ended. It may be reviewed and updated at any time as may be needed to support the Consortium's collaboration, and will be reviewed at least every two years by the Membership.

Purpose of the Consortium

- During the 2022 strategic planning process, Members of the Consortium revised the previous mission and vision statements. No updates were made to the tagline (written in 2015).
 - **Mission** *Why the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium exists.*

The Los Angeles County Perinatal and Childhood Home Visitation Consortium convenes and coordinates organizations to strengthen collective capacity around advancing racial equity, centering family voice, sustaining quality practices, influencing policy, and growing funding, so that all expectant and parenting individuals have access to support, and LA's children are healthy, safe, and ready to learn.
 - **Vision** *What we aspire to create together. Our ideal future state.*

Our children: Healthy, safe and thriving
Our families: Supported, connected, resilient and self-sufficient
Our communities: Strengthened for generations to come
Our workforce: Supported, sustainable, trained, collaborative
 - **Tagline** *Inspirational phrase that succinctly captures mission and vision.*

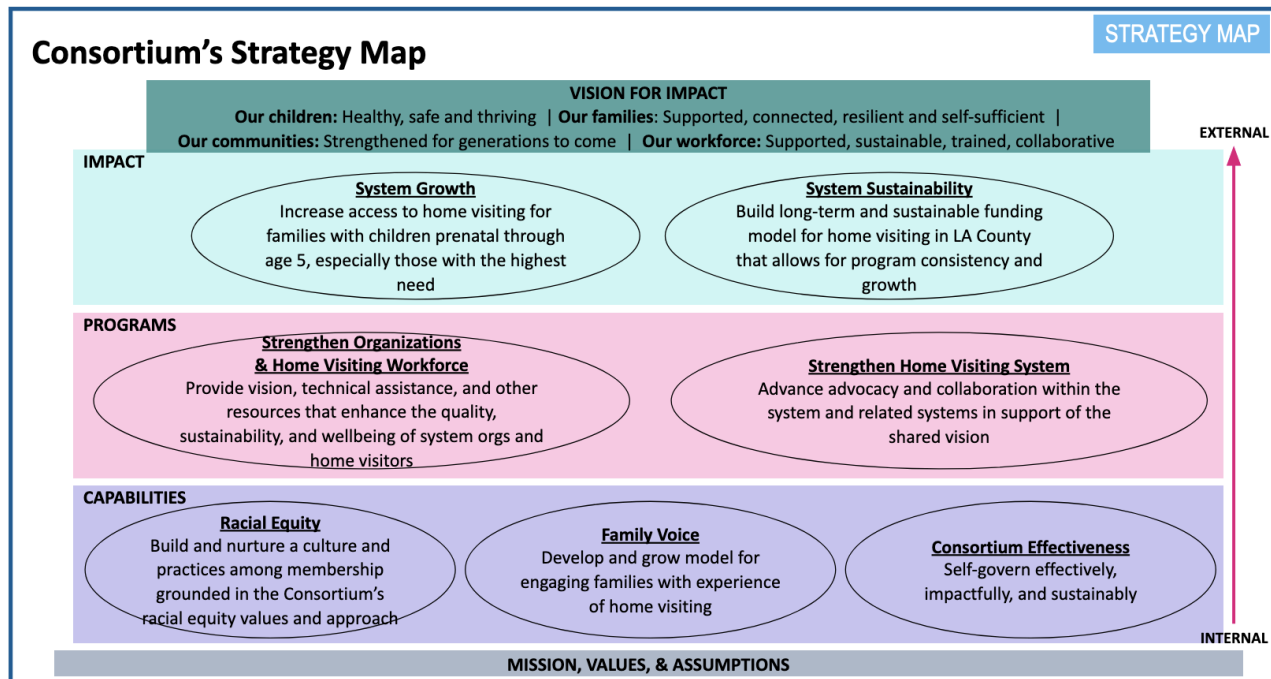
Home-based support: Begin early, impact a lifetime

Consortium Priorities

- The 2022 strategic planning process resulted in seven strategic objectives that will be pursued through 2026, as well as an Anti-Racism Commitment Statement. These objectives and statement, and their related strategic goals, 5-year metrics, and first-year action plan are more fully outlined in the Consortium's 2022 Strategic Plan.

¹ Outline of charter and recommended content based on sample agreement in [Networks that Work: A Practitioner's Guide to Managing Networked Action](#) by Paul Vandeventer and Myrna Mandell, Ph.D., 2011.

- **Strategic Goals (2022 – 2026)** *How we will live out our mission and reach toward our vision.*



Membership

- As Members we are unified in our deep commitment to the value of home visiting and our desire to measure and illustrate its value, to expand its availability, to meet unmet needs, to support home visitors, to increase partnerships and funding, and to secure supportive policies. These are the most important distinguishing characteristics of Members.
- The types of establishing Members include: community-based social services and health services agencies; child and family advocacy organizations; county or city departments; early education providers; funding entities; and school districts. On a case-by-case basis, individuals (such as subject matter experts) may be considered for Membership in the Consortium. Like all potential Members, they will be required to complete an application, outlining how they will contribute to the work of the Consortium, which will be subject to review and approval by the Membership.
- Potential new Members will be considered by the Membership in keeping with the general decision-making policies of the Consortium (see page 50), including policies relating to consensus-building, voting, in-person, and electronic procedures. Before consideration, organizations will submit a brief application that will be shared with the Membership prior to the meeting. The application confirms that the organization seeking Membership:
 - Understands this Charter and is ready to agree to it;
 - Will allocate staff time to meet requirements for engagement and specifies the intended initial engagement (e.g., the name of a staff Member who will be involved and which Workgroup s/he will participate on); and

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- Will make other contributions to the work of the Consortium (with specifics of what these contributions will be, for example, the commitment of a percentage of a staff grant writer's time for a specified period).
- Once accepted for Membership, representatives of the organization who will be participating with the Consortium will be provided a new Member orientation by staff and/or Members.
- Annually, Members will individually be asked to re-confirm their Membership. Any time Member organizations change their representative(s) to the Consortium or Workgroup(s), they will inform the Coordinator.

Roles and Commitments of Members

- As Members we are unified in a shared purpose and shared "ownership" of the Consortium's activities and accomplishments. Each Member and, more importantly, our clients and community will share in the rewards of our collective impact.
- Current and future Members will meet these minimum requirements. At least one representative of the Member organization will:
 - Speak on behalf of their organization (for example, participate in consensus-building discussions on behalf of the Member organization as the Consortium approves annual priorities and policy agenda);
 - Actively participate in at least one Workgroup;
 - Consistently participate in quarterly Membership meetings and Membership activities (such as surveys, data sharing, campaigns);
 - Have the authority to commit staff time and other organizational resources.
- There are no Member dues; however, Member organizations are expected to tap into organizational resources to make various contributions that will advance the shared purpose and action plans of the Consortium. Members are expected to explore and pursue opportunities to share agency/institutional resources. While contributions will vary with the type and size of Member organizations, contributions may include:
 - Sharing of expertise;
 - Making connections that support the Consortium's priorities;
 - In-kind donations; and
 - Financial donations.
- As the Consortium implements its strategic plan, additional expectations will be set for Members, such as: participating in data collection efforts, keeping referral information up-to-date, etc.
- In addition to positive engagement, representatives of Member organizations are expected to refrain from activities that would detract from, counteract or impede the timely implementation of the strategic plan, annual action plans, and Workgroup workplans. Depending on the severity of the action, the Membership can decide to ask a Member to assign different representative(s) or even leave the Consortium. An example of such activities is related to speaking on behalf of the Consortium.
 - Speaking on behalf of the Consortium should be done only when the Member has been empowered to speak as a representative of the Consortium by the Membership; explicit

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approval is required before a Member can present themselves as a representative of the Membership of the Consortium.

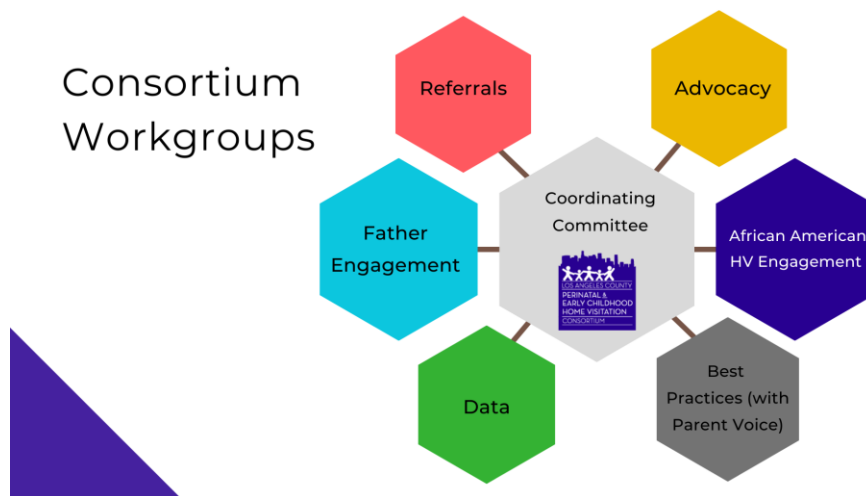
- In general, Members will be asked to speak as an individual or as a representative of their own organization, instead of as a representative of the Consortium. In such situations, the individual could state that their employer/organization/program is a Member of the Consortium and endorses the position, action or policy of the Consortium.
- The Consortium may choose to give standing authority (or for a specific timeframe) to the person in a particular role to speak on behalf of the Consortium.
- As noted above, the Membership will review this Charter at least every two years.
- Annually, Members will collectively consider, perform and/or produce:
 - A reflection on the quality and effectiveness of the operations of the Consortium (see further guidance under Accountability); this reflection will be guided by the Scorecard in the strategic plan (which will be updated as implementation progresses) and is recommended to include a Reflection Session in alignment with the Consortium's Antiracism Commitment Statement (developed as part of the 2022 plan)
 - Substantive updates to the strategic plan (especially if there are revisions to mission, vision or other statements of shared purpose);
 - An annual action plan (reflecting Consortium priorities) and policy agenda that are both aligned with the metrics of the strategic plan;
 - An annual operating budget and fund development plan.
- Members commit to open and constructive communication, civility and equal partnership.
- Members commit to joint decision making processes: The preferred method of decision making will be facilitated consensus; if consensus is not reached after discussions (defined below), voting may be used.
 - Consensus is defined as no member representatives remaining in opposition to the proposed decision; consensus-based decisions may pass with some member representatives remaining neutral with concerns being noted, as long as at least half of member representatives responding are in support.
 - The process will include the following steps: 1) Requests for public policy positions must be sent to the Consortium Coordinator (LACPECHVC_Coordinator@labestbabies.org), at least one week in advance of the anticipated decision to allow all members to fully consider the policy and the Consortium's position; 2) Provide background and current information on the policy and recommended position; 3) Clearly indicate the timeline and process for submitting feedback; 4) The list of current supporters and opponents. It is the responsibility of the entity requesting the position to keep the Consortium Coordinator updated of any changes regarding supporters or opponents; 5) Make clear when decision is being made; and 6) Support consensus-building process. The suggested consensus-building process is some variation on the Gradients of Agreement.
 - During the consensus process, all representatives of a member organization who are present/want to participate electronically may do so.
 - Discussion period will include one or both of the following:

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- In-person discussion at Membership meetings during which all members present are given the opportunity to voice reasons why they support or are concerned about the decision being considered.
- Electronic communication in which members are informed of the proposal, given the opportunity to ask questions or raise concerns about the proposal, and the full membership receives a compilation of all questions, answers and concerns raised.
- If voting is needed, each Member organization will have one vote in alignment with the principle of equal partnership.
- Proposals put to vote will require a 2/3 approval by voting members in order to pass.
- No quorum for consensus or votes will be required; it is the right and responsibility of member organizations to participate in Consortium decision-making—the process will not be extended for those who do participate due to lack of representation by others.
- The Coordinator and Co-leads may use discretion to determine when to submit proposals to the membership for consideration via in person meetings or electronically, taking into account time sensitivity, logistics and/or other relevant circumstances.
- Results of membership decisions will be documented in a tracking log that is available to all members; the tracking log will also note any dissenting concerns and/or rebuttal reasoning. For decisions about new members, dissenting opinions will only be documented for applicants who are not admitted.
- Examples of decisions of the Membership will be: setting annual policy priorities and annual Action Plans; signing off on the changes to the Charter; official positions on policy and advocacy issues; official Consortium documents; review and approval of new Consortium member applications; approval of new Co-leads.

Operational Structure and Procedures

- The following diagram illustrates the structure of the Consortium.



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- The Membership, its requirements and activities are described above. The primary function of Membership is to live out this charter and the strategic plan. Consistent communication and regular meetings will help the Membership to fulfill its function.
 - Quarterly Membership meetings will be facilitated by the Consortium's staff Facilitator.
 - The Consortium's Facilitator and Coordinator are responsible for meeting logistics and meeting related communication.
 - Typical topics for Membership meetings may include:
 - Updates from each Workgroup;
 - Requests of Member organizations to support a priority of the Consortium through action or planning within their organizations;
 - Requests of Member organizations to lend expertise or perspective on specific topics and opportunities;
 - Consideration of changing internal or external conditions that might merit a new/changed response from the Consortium;
 - Approval and/or welcome of new Members;
 - Removing an organization from Membership (due to inactivity or otherwise failing to meet the requirements for Members);
 - Discussion and resolution of points of conflict; and
 - Training of Members to be more effective as a Consortium.
 - Due to the topics anticipated at Membership meetings, it is recommended that Member organizations are represented at these meetings by staff with the authority to make decisions or allocate resources on behalf of their program/organization. (See Membership requirements.)
 - In addition to quarterly meetings, the Membership allows for ad hoc calls or electronic communication in order to brief Membership and/or obtain approval of time-sensitive issues or opportunities, such as those related to funding or advocacy.
- Membership will be supported in its self-governance by a Consortium Coordinating Committee. The primary function of the Consortium Coordinating Committee is to coordinate and communicate across workgroups in order to manage interdependencies and ensure mutually reinforcing activities toward agreed-upon priorities.
 - In addition, the Committee will inform the development of agendas for quarterly Membership meetings and may work with the Facilitator to prepare for these meetings.
 - To reiterate: The Consortium Coordinating Committee is *not* a governing or steering committee. They support the overall Membership but are focused on the Consortium's actions and results through the Workgroups, not on the governance of the Consortium.
 - The Consortium Coordinating Committee will be comprised of the Co-Leads of each of the active Workgroups. Facilitation and coordination will be provided by Consortium staff.
 - The Committee will meet or teleconference quarterly, in preparation of Membership's quarterly meetings, or as frequently as may be deemed needed or helpful to ensure efficient and effective communication among Members.

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- The strategic goals and objectives of the Consortium will be enacted through the Membership and Workgroups. The primary function of Workgroups is to advance and update action plans that support the Consortium's agreed-upon priorities.
 - Each Workgroup will be comprised of representatives of Member organizations. These volunteer Workgroup participants may be from various levels/areas of their organizations. The key criteria for Workgroup participation is the interest, capacity, and/or expertise to help advance the Workgroup's workplan.
 - Each Workgroup will have two to three Co-Leads who will help the Workgroup to stay on track and also serve on the Consortium Coordinating Committee.
 - To choose initial or subsequent Co-Leads of a Workgroup, or to select a mid-term replacement Co-lead: Workgroup Members will be informed of the open role and given an opportunity to volunteer or nominate a fellow Workgroup or Consortium Member. After the designated period of time has passed, the Coordinator will notify the Membership of the Workgroup's recommended Co-lead, and allow the Membership time to consider and provide feedback on the recommendation (privately). If no nominees are received from within the Workgroup, the Coordinator will notify the Membership and solicit nominees from them. In either case, the Membership is responsible for final approval of the Co-lead.
 - Workgroups will determine the method of chairing/facilitating meetings and coordinating work that is most effective for their work and supportive of the interdependencies with other Workgroups.
 - Workgroups will meet monthly, or as needed. With the support of Consortium staff, they will set their own meeting schedules and workplans.
 - Frequently, and at least at quarterly Membership meetings, the Membership will be apprised of the status of each Workgroup's activities and accomplishments.
 - Members recognize that Workgroups may evolve over time as Consortium priorities evolve, e.g., starting or stopping a Workgroup; changing focus and therefore name of a Workgroup; calling for new Members with expertise that matches the next phase of work. Workgroup Members are to keep the Consortium Membership apprised of the evolution of the Workgroup. Major changes such as starting or stopping a Workgroup will require concurrence of Membership; however, these changes will not necessitate an update to the Charter.
- The Charter of the Consortium serves as the charter of our Workgroups. As of 2022, there are six Workgroups and a sub-Workgroup, each devoted to one or more strategic plan goals (see goals in the [plan](#)):
 - Referrals Workgroup
 - Best Practices Workgroup (and Sub-Workgroup: Family Voice Subgroup)
 - Data Workgroup
 - Advocacy Workgroup
 - African American Home Visiting Engagement Workgroup
 - Father Engagement Workgroup

Roles of Staff and Consultants

- The Charter references four staff roles that will be fulfilled by staff and/or consultants: Manager of Policy:
 - The primary responsibility of the Manager of Policy is guidance and support of the Consortium in alignment with the Charter and strategic plan. Sample activities include connecting workgroups and the whole; anticipating and surfacing conflict so it can be addressed; and prepping and facilitating Workgroup meetings.
 - The secondary responsibility of the Manager of Policy is to serve as the key contact for the Consortium, managing communications and ensuring that necessary administrative support and logistics are available to support the smooth functioning of the Membership, Coordinating Committee, and Workgroups. Sample tasks/competencies include:
 - Liaise with other community-based efforts/entities to maintain knowledge of the field of home visitation in LA County and facilitate connections with relevant Consortium Workgroups
 - Maintain an in-depth knowledge of Consortium Strategic Plan and Charter, and develop and update related Workgroup action plans
 - Participate in each Workgroup to facilitate communication among Members, including development of shared communication methods (listservs, online platforms, etc.)
 - Provide technical support for use of shared tools (i.e., action plan documents)
 - Manage and/or provide administrative support for Consortium and Workgroup meetings
 - Work with Co-leads to arrange and fulfill research and content expertise needed to progress toward completion of action plans
 - Work with Membership and Coordinating Committee to ensure that measurable progress is made toward fulfilling Goal 6 of the Strategic Plan: “Self-govern effectively and impactfully”
 - Work with Membership to ensure that Consortium financial responsibilities outlined in this Charter (such as development of annual budget and funding plans) are fulfilled in a timely manner
 - See separate descriptions of job/role/scope.
 - Manager, Administrator and Research Associate roles will be re-approved (and modified if needed) annually by the Membership.

Policy Research Associate

- Drafts reports and summaries, researches selected topics, and assists with activities of the Consortium workgroups.
- Assists with the tracking, analyzing, and summarizing of legislation. Keeps record of advocacy activities. Reports out updates as requested by the Manager of Policy.

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- Assists with the creation of social media content for advocacy purposes and participates in collective social media efforts for the purpose of highlighting advocacy and advancing policy.
- Supports with the creation of surveys, analyzing data, reports and presenting findings in team and Consortium meetings.
- Creating of consortium infographics/marketing material
- Updating website as needed
- Oversee intern and work

Policy Administrative Coordinator

- Prep and follow-up for all workgroup meetings (take and edit notes, follow-up emails/tasks), as well as support with workgroup projects and events
- Creation/editing all Consortium surveys
- Social media content creation
- Newsletters (weekly, monthly, Consortium quarterly meeting)
- Scheduling and conducting ad hoc meetings and necessary
- Maintaining communications between Consortium members and partners
- Assisting in eDirectory growth

Policy Administrative Assistant

- Social media content creation
- Assisting the Policy Research Associate and Manager of Policy with Workgroup and policy deliverables and content
- Contribute to newsletter and website content
- Attend Workgroup meetings, provide tech support and take notes as needed
- Assist with calendar maintenance and contact list maintenance
- Sends out the monthly Consortium Newsletter

Funding and Resources

- As outlined above, the primary fuel of our Consortium will be the engagement and contributions of the Membership, through our organizations and their representatives. This people power and other resources from knowledgeable, committed Members are necessary regardless of what other funding the Consortium is able to retain.
- Each year the Membership will approve an annual operating budget and fund development plan. The intention is to invest all resources in strategic priorities, maximize funding and remain lean.
- In addition to contributions from Member organizations, funds will need to be raised from private and public funders since there are no Member dues. The Consortium may seek grant or

contract funds for operating support of the whole Consortium, operations of the Workgroups and/or specific Workgroup projects. The approach to funders will be coordinated across the Membership by Consortium staff. Individual Members will not fundraise for the Consortium unless empowered to do so by the Membership. When seeking funds, a Member organization(s) will act as the lead entity/ies.

Accountability

- As Membership of a self-governing, voluntary body, we will voluntarily hold ourselves accountable for living out this Charter and engaging in work toward agreed-upon priorities for the Consortium. This includes activities both within the structure of the Consortium as well as within our Member organizations.
- As a network working to sustain and grow our collaboration and impact, periodic reflection and/or evaluation is important for Members' learning about what is working and what needs to be changed. Approximately every other year, the Membership will design a way to receive feedback from Members, partners, funders and/or others.
- As noted in the "Roles and Commitments of Members" section above, at least annually, Membership will have a reflective conversation about the state of the Consortium's connectivity, health and results with guidance from the Scorecard and Anti-Racism Commitment . Our Membership meetings, formal reflection, and general communication forums will encourage constructive feedback on the following topics:²
 - Consortium Connectivity: Membership (who participates from Member organizations in a network); structure (how connections between Members are structured and what flows through those connections)
 - Consortium Health: Resources (material resources a network needs to sustain itself, e.g., external funding); infrastructure (internal systems and structures that support the network, e.g., communication, rules and processes); advantage (network's capacity for joint value creation)
 - Consortium Anti-Racism Commitment: How we are doing in meeting our Anti-Racism Commitment
 - Consortium Results: Interim Outcomes, especially related to the Scorecard (results achieved as the network works toward its strategic objectives); impact (ultimate outcome or results the network is after).

Serving as a Community Advisory Board

- The activities of the Consortium have and will fulfill the requirement for a Community Advisory Board for one home visitation program, LA County's Nurse-Family Partnership, which is a Member of the Consortium.

² "Framing Paper: The State of Network Evaluation", by Network Impact and Center for Evaluation Innovation, July 2014.

Los Angeles County Perinatal and Early Childhood Home
Visitation Consortium

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- Signatories of this Charter are aware that minutes of quarterly Membership meetings will be available to the state to demonstrate that the community advisory role is being fulfilled by the Consortium.

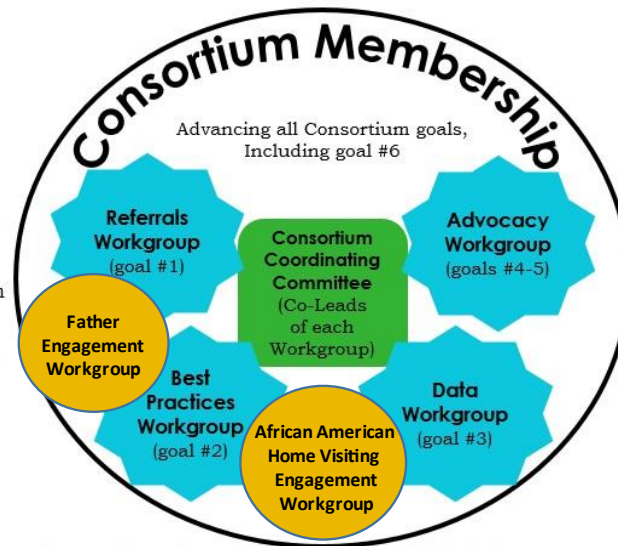
Appendix IV: Consortium Structure at a Glance



Network Structure Los Angeles County Perinatal and Early Childhood Home Visitation Consortium

Membership

- = Member agencies
- Leaders sign off on the Consortium charter and have authority to commit organizational resources to Consortium
- **Function:** Living out charter and strategic plan; self-governance of Consortium
- Decision-making process: by facilitated consensus; if voting needed, then one member (i.e., organization), one vote
- Examples of decisions: Sign off on changes to charter, annual policy priorities, annual action plans
- Meet quarterly



Consortium Coordinator and Facilitator(s)

- = Staff to the Consortium, Workgroups, Coordination Committee (NOT the leader; the facilitative support)
- **Function:** Coordinate and support Consortium activity in alignment with charter and strategic plan; connect workgroups and the whole; anticipate and surface conflict so can be addressed; prep and facilitate meetings, as needed

Workgroups

- = Representatives of member agencies, at various levels, with interest/capacity/expertise to make the objectives happen
- **Function:** Advance/Update action plans
- Each has 2 Co-Leads who will help keep the work on track and serve on Consortium Coordinating Committee
- Meet monthly or as needed
- Workgroups may evolve over time as Consortium priorities/goals evolve

Consortium Coordinating Committee

- = Co-Leads of each Workgroup
- **Function:** Coordination and communication across workgroups; manage interdependencies; prep quarterly agendas for Membership

Strategic Plan 2022 – 2026

Founding Member Signatures
