

# Orange County Home Visiting Collaborative

## Collaborative Charter

For the Period of March 1, 2025 – June 2026

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### Reasons for the Charter

**Vision:** Orange County's early childhood system provides easy and equitable access to culturally responsive, integrated supports to all Orange County expectant and parenting families (up to age five), prioritizing families that would benefit most from prevention and early interventions.

- *Families* are engaged, at every stage, as partners in building the foundation for lifelong well-being and healthy development.
- *Providers* across the system work together to codesign solutions to ensure high-quality services and supports.
- *Funders* (public and private) work collaboratively and with transparency to align expectations, resources, and practices for greater coordination and impact at a systems level.

*Together, we advocate* locally and statewide for policies and investments that remove barriers to access and engagement, elevate quality, and advance equity.

**Mission:** The OC HVC is working together to build a countywide system that expands access to home visiting and matches families to the program best suited to their needs.

**This charter outlines the agreement made by us, HVC member organizations, to forward the collaborative's goals.** This charter is open-ended. It may be reviewed and updated at any time as may be needed to support the HVC and will be reviewed at least annually by the Membership.

### Membership

#### Membership Eligibility

- Members will include those involved in the delivery of evidence-based and/or community-defined home visiting.<sup>1</sup> This includes local administrators, grantees, or providers.
- If the member is not within the above category, their organization's work must:
  - Have a clear connection to one of HVC's priorities (e.g., workforce development, data, communication and/or coordinated entry)
  - Align with the vision and mission of the HVC to build a countywide system that expands access to home visiting
- On a case-by-case basis, consultants may join as a representative of a member organization, though not in a voting capacity.

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<sup>1</sup> Home Visiting provides support and education to parents in the home and in community with the aims of improving the overall health of children and families, getting children ready to success in school, and connecting families to other community resources.

Note: HVC has not made a decision on how best to integrate family members and/or those with lived experience into the membership. HVC will continue to have discussions and will update the membership criteria, as needed, to adapt to any changes based on these discussions.

### **Roles and Commitments of Member Organizations**

Current and future HVC member organizations will meet these minimum requirements to maintain membership in the collaborative:

- Actively commit to build the home visiting system in Orange County
- Appoint 1-2 representatives who can speak on behalf of their organization. This does *not* preclude additional staff members – beyond those representatives – from the attending HVC meetings and participating in HVC Workgroups.
  - Each Member organization will have one vote in the interest of equal partnership
  - Member organizations can change their representative at any time and will inform the Backbone of the change request via email. Member organizations should also notify the Backbone of any changes in organizational leadership or other changes that would impact their participation in the HVC.
- Attend 75% of the full HVC in-person quarterly meetings. If the representative(s) is unable to attend, they will identify and confirm an alternate that will attend in their place on behalf of the organization.
- Actively participate in at least one workgroup.
- Respond to request for information by Workgroup co-chair, steering committee, workgroup, and/or the Backbone.
- Participate in data collection efforts as determined by the HVC, where feasible.
- Maintain positive engagement and refrain from activities that would detract from, counteract, or impede the collaborative's efforts.
- Commit to joint decision-making processes. This may include facilitated consensus and if consensus is not reached after discussion, voting may be used (per the voting process established by HVC).
- Commit to notifying the HVC of open funding opportunities. This may include:
  - Support open discussions and transparency among member organizations
  - Identify opportunities to leverage resources and/or other ways to provide support to colleague organizations (e.g., letters of support) when possible

### **Membership Application**

- Interested organizations will complete an online form that includes information about their organization, designated representatives, workgroup interests, and attestation to the roles and commitments of member organizations.
- Steering Committee members will review submitted forms. If there are any application(s) that requires discussion, they will raise them to be brought to the HVC for discussion.
- The initial commitment will be from March 1, 2025 to June 30, 2026 months to align with the fiscal calendars. Member organizations that have been participating in the HVC to date will also complete the interest form and will need to re-affirm their membership annually thereafter (i.e., re-submit their application on an annual basis (July – June)).

### **Grounds for Expulsion/Termination of Membership**

A member organization or an individual representative of a member organization may have their membership terminated if any of the following conditions are met:

- Doesn't meet the threshold attendance of meetings, contribute to workgroups, or engage with the collaborative without prior notice or valid justification
- Engages in discriminatory, unethical, or disruptive behavior that conflicts with the collaborative's values or negatively impact the group dynamic

Individual member organizations will present their concerns to the Steering Committee for discussion and determination of next steps, including an update on the outcome of any decisions with collaborative members.

### **Decision making**

- The HVC will, when possible, will utilize a Facilitated Consensus process. The aim is to reach a decision where everyone feels comfortable supporting the outcome, even if they initially had different opinions
  - 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.
  - During the consensus process, all representatives of a member organization who are present/want to participate may do so
- If, following discussion, consensus is not reached and voting is needed, each member organization will have one vote in the interest of equal partnership. Decisions will be based on majority rule; member organizations will have an option to officially abstain.
- In cases where there is not a quorum for consensus or votes, following the meeting, member organizations will receive a summary of the issue as well as an electronic mechanism for voting (e.g., survey). No response will be considered as an abstention. The decision will be made by majority rule.

## Operational Structure

While this section sets forth a structure designed to foster understanding, trust, and forward momentum, the structure is subject to modification/change based on learnings from the implementation process.

The OC HVC operational structure assumes multiple bodies working in support of the HVC's goals: the Home Visiting Collaborative, Workgroups, Steering Committee, and Backbone. A description of each is included below and in a table format in Appendix A.

### *Home Visiting Collaborative (HVC)*

**The HVC, inclusive of all HVC member organizations, is charged with setting and monitoring the agenda for the Collaborative.**

- The HVC will meet in person every other month between February and June 2025, and on a quarterly basis thereafter.
- Activities include:
  - Annually set priorities for the HVC (i.e., “the common agenda”)
  - Support shared learning and development
  - Endorse co-chairs who will coordinate and integrate activities among partners through the Workgroups
  - Advocate for funders and systems leaders to support the common agenda set by the HVC
- The HVC will support the following decisions:
  - Set the annual priorities for the HVC (common agenda)
  - Review and sign off on the charter on an annual basis
  - Endorse official policy positions
  - Approve new members (on a rolling basis)
  - Approve of workgroup co-leads (annually)

### *HVC Workgroups*

**The HVC Workgroups are charged with advancing the common agenda set by the HVC.** Workgroups will meet virtually every other month (or as needed). A workgroup can be phased out when an issue is addressed or is no longer a priority (*see HVC annual process for establishing a common agenda*).

- Activities include:
  - Coordinate partners to implement one or more strategies in the common agenda
  - Develop indicators for monitoring progress
- The HVC will support the following decisions:
  - Agree on action items to take in support of implementation of a strategy
  - Agree on indicators and data collection methods to track progress towards the common goals
- Workgroups for the period of March 2025 – June 2026 are:
  - Data and Shared Measurement
  - Coordinated Entry
  - Workforce Development

- Workgroup members will be representatives from HVC member organizations with interest, capacity, and expertise to carry out work in the given topical area
- Each workgroup will be led by two co-chairs who, with support from the Backbone, help recruit members and keep the work on track through regular meetings. Workgroup co-chairs will make an initial 16-month time commitment (March 2025-June 2026). Co-chairs will submit their interest in the HVC membership application form. Beginning July 2026, if there are more than two applications, the Backbone and Steering Committee will seek to identify other opportunities for leadership engagement. As needed, the Workgroup will undertake a confidential voting process to identify co-chairs.

### *Steering Committee*

**The Steering Committee is charged with supporting ongoing coordination of the HVC agenda.** The Steering Committee will be comprised of the Workgroup co-chairs as well as staff from the Backbone. The Steering Committee will meet virtually every four-six weeks (or as needed).

- The Steering Committee serves the broader collective vision by monitoring the implementation of the common agenda set by the HVC. Activities include:
  - Support communication and coordination across workgroups
  - Support connections across workgroups
  - Coordinate with the Backbone, including preparing agendas for the HVC meetings
  - Ensure diverse and equitable participation across HVC activities
  - Build trust and transparency across HVC
  - Support with co-chair selection if more than two are interested
- The Steering Committee will support the following decisions:
  - Approve agendas and materials for HVC quarterly meetings
  - Make a recommendation as to whether to dismiss a member organization or member organization representative (see *Membership*)
- Steering Committee members will make an initial 16-month commitment (March 2025 – June 2026); thereafter, the Steering Committee term will be 12-months (aligned with the fiscal year), with the opportunity to renew

### *Backbone*

**The Backbone is charged with supporting alignment across the range of HVC activities.** The Backbone organization will dedicate staffing resources and bring their systems knowledge to bear to support coordination among partners and proactively push forward the overall effort. The following job description outlines the key roles and responsibilities for the Backbone. Activities include:

- Strategic Alignment
  - Provide support to HVC members in aligning their work to the Common Agenda (e.g., identifying opportunities for program work to support specific goals)
  - Develop, maintain, and monitor a set of pending and potential legislative and policy priorities to support the HVC's development of a legislative agenda, policy recommendations, and/or funding recommendations

- Coordinate with other projects and coalitions in the same field, as appropriate and feasible, to maintain a full understanding of the current landscape of local and regional activities, and integrate their work into HVC processes
  - Support relationships among community partners
- HVC, Steering Committee and Workgroup Engagement
  - Facilitate the development of HVC meeting agendas in collaboration with the Steering Committee
  - Provide support to Steering Committee and Working Group Co-Chairs to facilitate meetings, including assisting in the preparation of meeting materials and meeting logistics, etc.
  - Build and maintain relationships with Steering Committee, Working Group Co-Chairs, and Working Group members, encouraging inclusive practices and creating space for diverse perspectives and participation
  - Provide and maintain a document sharing site
  - Collect and maintain member organization applications
  - Work with the Steering Committee to facilitate the vetting process for prospective member organizations
  - Support the onboarding of new member organizations
- Communications
  - Facilitate ongoing communication (e.g., regular email updates, ad hoc meetings, etc.) between HVC members, Steering Committee, and Workgroups to ensure alignment of activity
  - Develop and maintain communications materials as the HVC evolves, potentially including newsletters, summary documents, brochures, FAQs, and other items
- Data Collection, Analysis, and Reporting
  - Oversee the development and implementation of a shared measurement system that will track common indicators across HVC
  - Negotiate and draft data sharing agreements and facilitate data collection among member organizations
  - Support the Steering Committee and Workgroup Co-Chairs in using results to inform learning and continuous improvement
  - Synthesize data analysis into clear, relevant, and visually appealing materials that can be used by HVC members to make strategic decisions
  - With input from the HVC, draft the yearly summary reports of HVC's progress for HVC members and external audiences
  - *Note: In cases where the Backbone is also a funder of home visiting services, to ensure a clear distinction in roles, the Backbone will not share individual provider data with the HVC without advance permission. Backbone data collection is limited to those metrics identified by the HVC and is distinct from any data requests connected to its grant compliance function*
- Decision-making: As part of the consensus process, the Backbone will, as is the case for other partners, be invited to communicate openly when it has a perspective on issues of importance to the HVC. If voting is needed for a decision – and if the Backbone is a member organization –

the backbone will have one vote in of the interest of equal partnership. There will be situations where, per guidance from the Steering Committee, the Backbone will abstain from voting in HVC decision-making process (e.g., if they have a direct financial or other interest in the outcome of the vote).

## Appendix A. HVC Operational/Leadership Structure

ca	Description and Role	Who	How Often?	How Many	Types of Decisions
<b>Home Visiting Collaborative (HVC)</b>  <i>Meeting format: In person</i>	<b>SET AND MONITOR THE AGENDA</b> <ul style="list-style-type: none"> <li>Annually set priorities for the HVC (i.e., the common agenda)</li> <li>Support shared learning and development</li> <li>Select co-chairs who will coordinate and integrate activities among partners through the Workgroups</li> <li>Advocate for funders and systems leaders to support the common agenda set by the HVC</li> </ul>	<ul style="list-style-type: none"> <li>Representatives from current home visiting funders, administrators, and providers</li> <li>If the member is not within the above category, their organization must have a clear connection to one of HVC's priorities and aligns with the vision of HVC</li> </ul>	Initially bimonthly (Feb-Jun 2025) and quarterly thereafter  Time Commitment: 3 hours every 3 months (including travel)	1-2 designated representatives (with voting rights) per member organization with the option for additional staff members to attend	<ul style="list-style-type: none"> <li>Set annual priorities (common agenda)</li> <li>Review and sign off on the charter (annually)</li> <li>Official policy positions</li> <li>Approval of new members (rolling)</li> <li>Approval of workgroup co-leads (annually)</li> </ul>
<b>Workgroups</b>  <i>Meeting format: Virtual (in-person, as needed)</i>	<b>ADVANCE THE AGENDA</b> <ul style="list-style-type: none"> <li>Coordinate partners to implement one or more strategies in the common agenda</li> <li>Develop indicators for monitoring progress</li> <li>Note: A workgroup can be phased out when energy no longer exists or issue is addressed (<i>see HVC annual process for establishing a common agenda</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Representatives from HVC member organizations with interest/ capacity/ expertise to carry out work in the given topical area</li> <li>Led by co-chairs (2) who help recruit members and keep the work on track through regular meetings (supported by the backbone).</li> </ul>	Every other month (or as needed)  Time Commitment: Workgroup members: 1-2 hours a month  Workgroup Co-chairs: 4 hours month total (including working group meeting and Steering Committee)	2 co-chairs per workgroup	<ul style="list-style-type: none"> <li>Agree on action items to take in support of implementation of a strategy</li> <li>Agree on indicators and data collection methods to track progress towards the common goals</li> </ul>



ca	Description and Role	Who	How Often?	How Many	Types of Decisions
<b>Steering Committee –</b>  <i>Meeting format: Virtual (in-person, as needed)</i>	<b>ONGOING COORDINATION OF THE AGENDA, IDENTIFY MID-COURSE ADJUSTMENTS</b> Serve the broader collective vision by monitoring the implementation of the common agenda set by the HVC, including: <ul style="list-style-type: none"> <li>• Support communication and coordination across workgroups</li> <li>• Support connections across workgroups</li> <li>• Coordinate with the backbone, including preparing the quarterly agendas for the HVC</li> <li>• Ensure diverse and equitable participation across HVC activities</li> <li>• Build trust and transparency across HVC</li> <li>• Support with co-chair selection if more than two are interested</li> </ul> <i>Note: This is not a governing committee. The Steering Committee support the overall membership are focused on the HVC's actions and results through the Workgroups, not on the governance.</i>	Steering Committee members, comprised of the Workgroup co-chairs and backbone staff, commit to initial 16-month commitment (March 2025 – June 2026); thereafter 12-month membership (fiscal year)	4-6 weeks	Co-chairs of each working group, one-two backbone representatives	<ul style="list-style-type: none"> <li>• Approve agendas and materials for HVC quarterly meetings</li> <li>• Make a recommendation as to whether to dismiss a member organization or member org representative</li> </ul>
<b>Backbone</b>	<b>SUPPORT ALIGNMENT</b> <ul style="list-style-type: none"> <li>• Strategic Alignment</li> <li>• HVC, Steering Committee and Workgroup Engagement</li> <li>• Communications</li> <li>• Data Collection, Analysis, and Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• First 5 OC</li> </ul>	N/A	N/A	Support facilitated consensus process. The backbone will, as is the case for other partners, be invited to communicate openly when it has a perspective on issues of importance to the HVC. If voting is needed, the backbone will have one vote in alignment with the principle of equal partnership