



CHARTER

October 2019

Overview

Name: Public Health Alliance of Southern California

Description: The Alliance is a coalition of executive leadership from local health departments (LHDs) across Southern California. Collectively, our members have statutory public health responsibilities for nearly 50% of California's population.

Vision Statement: Vibrant and activated communities achieving health, justice, and opportunities for all.

Mission Statement: Mobilize the transformative power of local public health for enduring health equity.

Core Values:

Courageous	Dynamic
Unifying	Highly impactful
Ethical	Inclusive

Key Strategies (2019-2024): The Alliance received formal approval from its members on the [Strategic Plan](#) in May 2019. The Strategic Plan outlines key strategies and goals the Alliance will work to advance from 2019 to 2024. Below are the approved key strategies:

- Advance health equity
- Champion prevention funding
- Promote powerful, healthy communities
- Elevate the climate and health nexus
- Transform data into action
- Strengthen the Alliance

Membership: Alliance membership is reserved for executive-level leaders from government health departments located in Southern California. The Alliance membership currently includes executive leaders from eight LHDs in Southern California, including the County health departments of Los Angeles, Riverside, San Bernardino, San Diego, Santa Barbara, and Ventura, and the City health departments of Long Beach and Pasadena. Each LHD shall designate at least one Leadership Council representative to fulfill the duties outlined below.

Membership Dues: Any membership dues will be first vetted and approved by the Leadership Council.

Structure: The Alliance Executive Director will oversee Alliance resources, actions, and branded products with guidance from the Leadership Council, Co-Chairs and Alliance Staff. Regional Working Groups and Ad-Hoc Working Groups may also be formed, as needed, to plan and implement Alliance actions focused on specific, priority public health policy and practice issues.

Leadership Council Roles and Responsibilities

Description: The Leadership Council is the primary voting body of the Alliance, and determines the Alliance's overall strategic direction and activities.

Leadership Council Representation: Executive leadership from each member LHD, preferably the Public Health Director or Public Health Officer, shall either participate on, or select a representative from their LHD to participate on, the Leadership Council. This person will attend in-person meetings, speak on behalf of their LHD, and is authorized to vote on behalf of their LHD. They shall be known as the "Leadership Council Member" from that jurisdiction. The Leadership Council Representative shall determine which other members of their LHD will participate in the Leadership Council meetings and other Alliance activities.

Responsibilities:

- Attend and actively participate in quarterly in-person Leadership Council meetings.
- Serve as the member LHD's voting representative on the Leadership Council.
- Respond to requests for decisions by email, as needed.
- Discuss, approve, and guide implementation of Alliance's priority initiatives.
- Decide how the Alliance will be represented on policy matters.
- Actively communicate Alliance initiatives and progress within their respective LHDs.

Meetings

- **Frequency and Location:** Leadership Council meetings will be held in-person on a quarterly basis. Leadership Council meetings will generally take place in the vicinity of Los Angeles Union Station because of its central location in the Southern California region, and the availability of multiple transportation options to get there. Meetings may be held elsewhere within the Southern California geography, especially if there is a reason (e.g., site tour of an innovative practice) that merits a different location. Meeting dates for the calendar year will be vetted and approved at the last Leadership Council meeting of the preceding year. Meeting dates are subject to change, however, if a conflict arises that affects multiple Leadership Council Members.
- **Agenda:** Leadership Council meeting agendas will be developed by the Alliance staff and vetted with the Alliance Co-Chairs. The planned agenda will be sent approximately one week in advance of each Leadership Council meeting. Any Alliance member can propose an agenda topic for discussion at the Leadership Council Meeting by contacting the Alliance Executive Director.
- **Attendance:** The Alliance's ability to serve its purpose is dependent on the active and enthusiastic participation of its members. To this end:
 - Leadership Council Representatives should attend all in-person meetings.
 - If they are unable to attend in person, they may designate a consistent alternate (when possible), to attend the meeting(s) on their behalf and vote in their absence.
 - If the alternate is not available, the Leadership Council representative is strongly encouraged to participate in the meeting via phone/webinar. This should be a rare event, yet it can be accommodated by contacting the Alliance Executive Director.
 - In the unlikely event that the above options are not a possibility and there is a planned agenda item needing a vote, the Leadership Council representative should communicate their vote to Alliance Staff in advance of the meeting.

- **Attendance of Other LHD staff:** Meaningfully targeted attendance at the quarterly in-person meetings helps support the Alliance’s goals of project advancement, idea exchange and shared messaging. In addition to the Leadership Council Representative, LHDs are encouraged to send additional staff, as appropriate, to the quarterly meetings when LHD staff has expertise that will provide valuable insight on the proposed agenda items, and/or the LHDs will benefit from the information being shared, especially where ‘best practices’ on particular topics are being discussed.
- **Attendance of Non-LHD Participants:** Non-LHD participants representing other sectors may be invited by Alliance Co-Chairs or the Executive Director to attend on an ad-hoc basis. This includes speakers who can share best practices on a topic identified in the Alliance’s Strategic Plan or a priority issue for the Alliance. Any Alliance member can suggest a non-LHD participant for invitation.

Alliance Co-Chair Roles and Responsibilities

The Leadership Council, and the Alliance as a whole, will be led by two Co-Chairs, henceforth referred to as the “Alliance Co-Chairs.”

Duties: The Alliance Co-Chairs will be elected by the Alliance Leadership Council. The Alliance Chair’s responsibilities include:

- Chairing the Leadership Council meetings.
- Participating on monthly Co-Chair phone calls with the Alliance Executive Director and other key Alliance staff receive updates on Alliance projects, activities, key decisions, and Leadership Council meeting planning.
- Developing, reviewing, and approving Leadership Council votes, Alliance policy actions, priority activities, communications and requests, Leadership Council meeting agendas, and other critical Alliance decisions as needed.
- Representing the Alliance in interactions with the media, elected representatives, meetings and in written communication.
- Ensuring the Alliance functions effectively by providing leadership, process support and strategic guidance.

Term: Each Alliance Co-Chair will serve a two (2) year term, concurrent with the calendar year (January to December). Alliance Co-Chair elections will take place at the last Leadership Council meeting of the calendar year.

Eligibility: Any Leadership Council member is eligible to be an Alliance Co-Chair. However, at least one of the two staggered positions must include a Public Health Director or Public Health Officer.

Nomination: Leadership Council members can volunteer to become candidates for the Alliance Co-Chair position, or can be nominated by other members of the Leadership Council. If nominated by others, the nominee must decide whether to become a candidate for the position before advancing to election/confirmation.

Election/Confirmation: A vote will be held as outlined in the Alliance Decision Making Process section of this Charter (see page 5). The nominee who receives the most votes will be confirmed as Alliance Co-Chair.

Working Groups Roles and Responsibilities

The Alliance may establish working groups as needed to address public health priorities that are identified and approved by the Leadership Council.

The following should be clarified by the Leadership Council prior to the establishment of an working group:

- Purpose
- Timeline
- Composition
- Leadership
- Duties
- Frequency and location of meetings
- Desired work product

The Leadership Council will seek at least one champion to vounteer to lead the working group. Alliance staff will assist with scheduling, developing agendas, coordinating and other activities needed to advance the working group priorities.

Alliance Operations

The Alliance has responsibility for the following operational functions:

Executive Director:

- Oversee Alliance actions, and branded products with guidance from the Leadership Council, Co-Chairs and Alliance Staff.
- Serve as Alliance's primary representative in external settings.
- Oversee Alliance operations, staff and recruitments.
- Ensure Alliance grants and contracts are appropriately administered and executed.
- Assess potential funding opportunities for the Alliance and determine relevant funder engagement strategy with input from the Co-Chairs.

Core Alliance Staff:

- Organize and facilitate Alliance meetings.
- Support Alliance activities guided by the Strategic Plan.
- Conduct background research to inform Alliance activities.
- Develop and facilitate effective Alliance communications.
- Draft policy recommendations and Alliance positions on policy issues of regional interest. (See Decision Making section below).
- Lead multi-sectoral projects that align with priority public health issues.
- Support policy implementation, project activities, and strategic outreach and coordination with other sectors.
- Develop grant applications and seek funding opportunities that support Alliance goals, regional public health priorities, and activities.
- Identify, recruit, and retain technical and programmatic staff for the Alliance.
- Represent the Alliance at meetings, and other events, as appropriate.
- Create and maintain a public platform (e.g. website) to promote the projects and products of the Alliance.

- Represent the Alliance in interactions with the other sectors, state agencies, and elected representatives as appropriate.
- Represent the priorities and public health interests of the Alliance in all branded, written communications.
- Maintain dialogue with Alliance Co-Chairs about any media and outreach activities. Involve Alliance Co-Chairs and other members as frequently as possible in these activities.

Decision Making

Voting Eligibility: Representation in the Alliance is based on the principle of one health department, one vote. The official Leadership Council Representative from each LHD will vote on behalf of their LHD. Representatives from other sectors will be invited to participate in Alliance meetings and/or to serve on Working Groups, but will not have an official “vote” through the Leadership Council of the Alliance.

Bringing An Item To A Vote: Any Alliance Member can propose an item or policy for action by the Alliance.

Alliance Co-Chair Review: All proposed items or policy actions will first be vetted by the Alliance-Co-Chairs, who will decide whether to put the action to a formal vote of the full Leadership Council, the deadline for response, and any other considerations. If the Alliance Co-Chairs decide to put the action to a formal vote, the Alliance will advance the proposed policy action to the full Leadership Council.

Consensus Decision Making: All decisions will be made using a consensus decision making protocol as an attempt to incorporate concerns. This process works as follows:

- Hear all viewpoints.
- Hear and address concerns.
- Hear reservations.
- Seek consensus.
- If strong objection raised, discuss with Co-Chairs and re-evaluate vote to determine if we move forward
- If we move forward, take a threshold vote.

Threshold for Approval: A final vote shall be made by a simple majority, with one vote per LHD from the official Leadership Council Representative. Not all member LHDs need to vote (abstaining is allowed), but a quorum of 50% of Alliance members is required. If a majority of those responding approves of the policy action, the Alliance will proceed.

In-Person Vote: Ideally, the policy action will be proposed with enough advance notice to be voted on in-person at a Leadership Council meeting. In these cases, the Alliance will put the vote as an item on the meeting agenda with sufficient time for discussion.

Standard Electronic Vote: If the proposed policy action requires a response before an upcoming Leadership Council meeting, then an electronic vote will be taken. Every effort will be made to give a minimum of 5 business days for the Leadership Council members to review and vote, but in some situations, an expedited voting timeframe may be necessary, and this will be decided by the Alliance Co-Chairs and specified at the time the vote is requested.

Rapid Response Electronic Vote: If the proposed policy action is of significant import and requires a time-sensitive response as determined by our Alliance Co-Chairs, there could be an electronic vote requiring a response in less than 5 business days. This will be specified at the time the vote is requested.

Opt-Out Vote: In certain instances where a policy action has already been vetted and approved by the Leadership Council and a subsequent, highly-related action arises that was not approved as part of the initial vote, the Alliance may proceed with an opt-out vote after vetting and receiving approval for the action with the Alliance Co-Chairs. This process will also be followed where CHEAC and/or CCLHO or HOAC have already taken the same position the Alliance seeks to take. If CHEAC, CCLHO or HOAC have taken opposing positions to each other, the Alliance will use the regular voting process. In these cases, the Alliance will notify the Leadership Council electronically of the proposed action, referencing its relation to the initial approved action, and give a deadline to raise objections. If there are no objections, the Alliance will proceed with taking the policy action.

Information Only: Where the Alliance proposes a policy action that has already been vetted and approved by the Leadership Council in a previous vote, the Alliance will proceed without seeking further approval. The Alliance will provide a summary of these policy actions electronically, or at the next Leadership Council meeting.

Form of Representation – Written:

- If a decision receives the required approval, and the action requires a written product, Alliance letterhead with the names of all member LHDs included in the margin will be utilized. A record of the decision will be kept by the Alliance to indicate each LHD's vote.
- The Alliance Co-Chairs will determine which signatures (Alliance Co-Chairs, Executive Director, or individual LHD signatures) will appear on the letter.

Form of Representation – Verbal, In-person:

- The Alliance will be represented verbally by one, or both, of the Alliance Co-Chairs, the Executive Director, and/or an Alliance staff member with expertise on the subject matter. The representative(s) for a given situation will be selected by the Co-Chairs. Alliance representatives may present concepts approved by the Alliance to elected officials, board members, and others.

Letters of Support: If the Alliance receives a request for a letter of support (as distinguished from an advocacy sign-on letter), the Alliance will present the opportunity to the Alliance Co-Chairs and use the Opt-Out Vote process outlined above.

Alliance Funding Applications:

If a funding opportunity arises that aligns with the Alliance's Strategic Plan, the Executive Director will exercise professional discernment in determining whether to pursue the opportunity. The Executive Director will advise the Alliance Co-Chairs about funding application plans, and jointly determine if the broader Leadership Council shall be consulted on any particular grant application or funding proposal.

No conflict of interest: No inherent conflict exists when LHDs and the Alliance are both pursuing the same funding opportunity.

Amendments to Charter

Amendments to this Charter can be proposed to the Leadership Council by any member and will be reviewed as needed. The Leadership Council shall include the amendments on the agenda for the next in-person meeting, provided the request has been received and vetted by the Alliance Co-Chairs beforehand. Any amendment(s) must be approved by a three-fourths decision of all Alliance members.