

# BYLAWS OF THE HEALTHY COMMUNITY COLLABORATIVE

**Revised:** August 2023 – November 2023

**Ratified:** December 5<sup>th</sup> 2023

## ARTICLE I: NAME

The name of this coalition is “Healthy Community Collaborative” and may also be known as “HCC” or the “Collaborative”

## ARTICLE II: VISION & MISSION

### **Vision**

The Healthy Community Collaborative envisions an equitable and inclusive community where every one of our neighbors is safe, supported, and flourishing - a place for all and by all.

### **Mission**

The mission of the Healthy Community Collaborative is to bring communities together to end health disparities. *[See Appendix Item C for definition of “health disparities”]*

## ARTICLE III: VALUES

The **Values** of the Healthy Community Collaborative include the following:

### **People**

Rooted in the inherent dignity and worth of each person, we intentionally cultivate deep connections and engaging relationships with all our neighbors. Diverse perspectives strengthen our work and strong relationships are the foundation for success in all things.

We seek to listen, understand, and value what each person brings. We seek to understand each other even when we don’t agree. We seek out perspectives different from our own.

### **Impact**

Our responsibility is to our community and all our neighbors, and we commit to follow through on our promises. We meet community needs in concrete, tangible, and holistic ways that are guided by the community. We take collective action towards social justice, led by community, and advocate with (not for) our neighbors to create meaningful and positive systemic change.

We do what we say we will do, as individuals and collectively. We acknowledge we cannot control everything, and communicate with transparency when we are not able to follow through as planned.

## **Change**

We are better together, and we recognize that our neighbors know best what is needed to strengthen our community. The collective wisdom and lived experience of our community guides our work.

We listen to understand, not to inform or guide. We use participatory design and decision-making with our neighbors and partners to guide the projects and work we pursue to accomplish our mission and vision.

## **Learn**

We engage in continuous learning and growth to be able to do our work better and more equitably. We lead with curiosity and a focus on deep understanding, and apply this new understanding to change our systems, behaviors, actions, practices, and processes as needed.

We embrace feedback as a gift. We humbly take responsibility for the impact of our actions and words, both now and historically, accept the challenge of doing better, and we will take steps to heal the harm that is caused.

## **ARTICLE IV: PURPOSE & APPROACH**

### **Advocate *with* (not for)**

Use the collective power of HCC to advocate with community members for structural changes that move towards health equity and create healthy lives, and provide resources that educate on and support the need for these changes.

### **Build Connection**

Foster connections, build relationships, and hold meaningful conversations that support collaboration among our neighbors, partners, and members.

### **Achieve Community-led Projects**

Work alongside community members to identify, prioritize, and accomplish projects that improve health in our community.

### **Mobilize Assets**

Attract and use the assets, strengths and resources (including people, funds, time, and more) to support the implementation of community wide-change at a level that has real, positive, and lasting impact.

## **ARTICLE V - STRUCTURE**

### **A. HCC Structure Overview**

- a. The Performance Year of the HCC is July 1<sup>st</sup> to June 30<sup>th</sup>
  - i. The Performance Year is the timeframe used for assessing and evaluating the HCC's work and progress

- b. Membership in HCC is open to any person in the Harrisonburg City or Rockingham County area who is interested in furthering and strengthening the HCC’s vision, mission, and goals
- c. HCC seeks to be made up of community members and organizations that represent the diversity of our community
- d. Representative sectors of our community include, but are not limited to:

City and/or County government	Faith community
City and/or County schools	Public safety and/or court services
Local higher education institutions	Local media
Health and human service organizations and agencies	Neighborhood associations/advocacy groups
Business and industry community	Youth serving groups/organizations

- e. No formal affiliation to any of the above sectors is required to be a member of the HCC

**B. Steering Committee - Membership & Function**

- a. Purpose
  - i. The HCC Steering Committee is responsible for upholding the goals, mission, and vision of the HCC
  - ii. The HCC Steering Committee makes operational decisions for the HCC including, but not limited to, setting and organizing meetings, evaluating the work and progress of the HCC, deciding how resources will be used and allocated, providing support and oversight for all HCC projects and programs
- b. Steering Committee Membership
  - i. Steering Committee Member(s) may be abbreviated as “SCM(s)”
  - ii. The HCC Steering Committee should represent diverse individual and organizational voices of our community
    - 1. HCC SCMs do not need to be affiliated with any specific organization or agency in order to join the Steering Committee
  - iii. The Steering Committee will have a maximum membership of 16 members
    - 1. The Steering Committee is responsible for maintaining a balanced membership that includes not only the sectors described in Article V, Section A, Subsection d of these bylaws but also community members unaffiliated with those named sectors

2. The Steering Committee may decide to exceed its 16 person limit under unique circumstances left to the discretion of the SCM to determine
  3. The HCC paid staff person – described in Article VI, Section C – is considered a SCM but is not included in the total number of Steering Committee Members
- iv. By accepting a role as an HCC SCM, an individual is agreeing to
1. Regular attendance at HCC Steering Committee Meetings and Quarterly Meetings
  2. Take on temporary leadership roles such as, leading a Quarterly Meeting, overseeing an HCC Subcommittee or Action Team, or acting as a welcoming liaison for a new HCC member
  3. Work collaboratively and respectfully with other HCC SCMs, general HCC members, and community partners
- c. Nominations to the Steering Committee
- i. Nominations to the Steering Committee can be made at any time by any HCC Member
    1. Self-nominations to the Steering Committee are allowed
  - ii. Nominations must be transmitted in writing – including electronic – either to the entire Steering Committee or to an individual member of the Steering Committee who is then responsible for relaying the written nomination to the greater Steering Committee
  - iii. Acceptance or denial of a Steering Committee nomination will be discussed at the next scheduled Steering Committee meeting
    1. The results of this discussion will be relayed, as appropriate, to the nominee and/or nominator
  - iv. SCMs will use the established “Steering Committee Nominee Decision Matrix” to make all decisions regarding the acceptance or denial of a nomination [See Appendix Item A]
- d. HCC Steering Committee Meetings
- i. The Steering Committee will ideally meet 1 time per month (12 times per Performance Year), but at a minimum of 7 times per year for 60-90 minutes, in-person and/or remotely
  - ii. SCMs are expected to attend at least half of all planned Steering Committee Meetings within a given Performance Year
  - iii. SCMs may use their discretion to send a “Proxy” to a Steering Committee Meeting
    1. A proxy must be briefed on the general function of the HCC and be able to effectively speak on behalf of the organization/sector they represent
    2. Representation by proxy should be used sparingly by SCMs in order to maintain the spirit of collaboration and relational work the Steering Committee engages in

- e. Steering Committee Member Term Limits
  - i. The established Term Limit for all Steering Committee Members is 3 full years (36 months)
    - 1. As SCMs do not always begin their term in alignment with the Performance Year, this is monitored on an individual basis with the “Start of Term” being the first Steering Committee Meeting one attends
    - 2. If a SCM is holding a “SCM Role” [See Article VI, Section A] at the time of their 3 year mark, should they wish, they may continue with the Steering Committee until the end of the Performance Year when elections are held, at which point, they will vacate their position and role as a SCM
  - ii. Any Steering Committee Member who joined the Steering Committee *prior* to June 1, 2023, will have their “Start of Term” be considered June 1, 2023
  - iii. SCMs who have reached their Term Limit may continue on with the HCC as a general member of the Collaborative
  
- f. Steering Committee Member Resignation
  - i. Situations that mark the resignation of a Steering Committee Member include:
    - 1. A Steering Committee Member communicates their intended resignation from their position either in a Steering Committee Meeting or via e-mail to the entire Steering Committee
    - 2. If a Steering Committee is absent from more than half of all Steering Committee Meetings held in that Performance Year, without communication or reasonable cause, the Steering Committee may take this as their resignation from their position
      - a. Reasonable cause is decided at the discretion of the Steering Committee but could include: extended medical leave, maternity/paternity leave, or a sabbatical
      - b. Sending a proxy does count towards a SCM’s Performance Year meeting attendance
      - c. Consistent use of a proxy - where a proxy is attending the majority of all meetings on behalf of a SCM - may warrant conversation with that SCM about their seat as this practice may disrupt the consistency required within the Steering Committee
  - ii. Any resigned Steering Committee Member may continue on with the HCC as a general member of the Collaborative

### C. General HCC Membership

- a. General HCC Memberships encompasses any individual or organization who has committed to, at a minimum, regularly attending and participating in HCC Quarterly Meetings

- i. Such participants may be referred to as “coalition member, ” “HCC member,” or “collaborator” herein and in all other official communications
  - ii. Formal membership is recognized by an individual or an individual on behalf of an organization by completing and submitting an “HCC Sector Member Agreement Form” [See Appendix Item B]
- b. Other HCC Member Activities
  - i. In addition to regular attendance at Quarterly Meetings, HCC Members may actively engage in the coalition’s work in other ways including, but not limited to:
    - 1. Receiving and sharing HCC related news, events, and communications via email, social media, and person-to-person
    - 2. Assisting with projects, events, activities, and “Action Teams” [See Article VI, Section D, Subsection b]
    - 3. Loaning resources such as: staff, facility usage, and/or materials
    - 4. Participating in evaluation and coalition assessment activities
    - 5. Other activities that further the mission and goals of the HCC

#### D. HCC Quarterly Meetings

- a. Meetings of the HCC shall be held on a quarterly basis
- b. Canceled HCC Quarterly Meetings will be promptly rescheduled, if at all possible, at a time and location determined and arranged by the Steering Committee
- c. As necessary, the Steering Committee may host additional meetings and/or trainings, workshops, or webinars beyond Quarterly Meetings in order to move coalition work forward and meet determined goals

### **ARTICLE VI: ROLES & DUTIES**

#### A. Steering Committee Roles

- a. Within the HCC Steering Committee there will be certain defined roles in place to assist with the management and administration of the Steering Committee and larger coalition
- b. HCC Steering Committee Roles include: 2 Co-Leaders, a Secretary, and a Treasurer
- c. Selection of who will assume these roles will be assessed annually, at the June Steering Committee Meeting, in alignment with the HCC’s Performance Year (July 1<sup>st</sup> – June 30<sup>th</sup>)
- d. The process for electing of SCMs to these roles should generally follow the process outlines in Article VII, Section A, Subsection b
- e. A role may be held by an individual for more than one consecutive year, if it is the will of the Steering Committee

- f. No person may hold more than one role at a time
- g. While it is the hope that each person serving in a Role will wait until the next June Steering Committee Meeting to formally vacate their position, if a role become vacant, for any reason, before the end of the Performance Year, an ad-hoc election may take place

## B. Duties of SC Roles

### a. Co-Leaders

- i. The purpose of the Co-Leader position is for the HCC to have a point of leadership and guidance to ensure the quality and continuity of the coalition's work and efforts
- ii. Co-leaders will work collaboratively, as a two-person team, sharing in this purpose and all accompanying duties
- iii. Duties of the Co-Leaders include:
  - 1. Develop agendas for both Steering Committee and Quarterly Meetings
  - 2. Facilitate, as needed, meetings of the Steering Committee or HCC
    - a. Note: This duty is expected to be delegated to other SCMs with regularity so as to maintain the spirit of HCC's collaborative nature
  - 3. Maintain communication with all committees of the HCC
  - 4. Understand and uphold the processes and procedures of these bylaws with a high degree of fidelity
  - 5. Provide general oversight for the activities of the HCC and Steering Committee

### b. Secretary

- i. The purpose of the secretary role is to ensure the HCC maintains accurate records and notes of the coalition's work
- ii. Duties of the Secretary includes:
  - 1. Record meetings minutes for both Steering Committee and Quarterly Meetings
    - a. Note: This duty may be delegated to any member of the SC so as to ensure that the Secretary can actively engage in meetings
  - 2. Edit, format, and finalize meetings minutes so they may be distributed promptly
  - 3. Maintain meeting attendance records
  - 4. Support in coalition communications and maintain coalition contact lists

### c. Treasurer

- i. The purpose of the treasurer is to ensure the HCC maintains accurate records of finances and can effectively plan projects or programs that may involve fiscal resources

- ii. If the HCC has a fiscal agent, the Treasure should ideally be from the organization acting as the HCC’s fiscal agent
- iii. Duties of the Treasurer include:
  - 1. Report on fiscal activity of the Steering Committee and/or Collaborative and budgetary needs that may arise
  - 2. Maintain effective communications with the fiscal agent of the HCC
  - 3. In collaboration with other members of the Collaborative, facilitate continued exploration of the financial structure and resources needed to fulfill the mission of the Collaborative
  - 4. Formulate and maintain mechanisms for tracking "in-kind" and other contributions to the work of the Collaborative

### C. Paid Staff Position

- a. As funding allows, the HCC may hold a full- or part-time, paid staff position to support the work and efforts of the Collaborative
- b. The title of this position is “Community Engagement Specialist” (CES)
- c. The CES is a voting member of the HCC Steering Committee [See Article VII, Section A]
- d. The duties of the Community Engagement Specialist include:
  - i. Community Outreach & Engagement
    - 1. Support coalition development and expansion plans through outreach, engagement, and relationship building within Harrisonburg City and Rockingham County
    - 2. Build membership base of coalition – Focusing on engaging sectors and populations not represented in the HCC
    - 3. Represent HCC at events, outside coalition meetings, council meetings, or similar meetings
    - 4. Facilitate orientation to HCC for new coalition members and manage upkeep of orientation related materials
    - 5. In collaboration with Steering Committee of the HCC, support in planning, implementation, and evaluation of community-led projects
  - ii. Administrative Duties
    - 1. Track and report progress of HCC’s determined goals
    - 2. Update website content
    - 3. Serve as primary manager of HCC e-mail and other digital communications
    - 4. Along with HCC Steering Committee Members, plan HCC Quarterly Meetings – send invitations, prepare agenda, send reminder emails, update attendee lists, provide technical assistance during meeting, support with meeting follow-up (notes, minutes, etc.) as appropriate
- e. Where any of the described duties overlap in some part with the duties of the other HCC Steering Committee Roles, the members holding these roles are



expected to work collaboratively and with a high level of communication to ensure maximum efficiency is observed

- f. In the event that this position is vacant, the HCC will determine a plan for temporarily delegating these duties amongst the Steering Committee members, which may include forgoing or limiting some of these duties until the position is either filled or a more efficient sustainability plan is determined

#### D. Other Roles and Duties of HCC Members

##### a. Subcommittees

- i. Subcommittees are any group formed within the Collaborative that exists indefinitely to serve an ongoing purpose of the HCC
- ii. Subcommittees are made up only of Steering Committee Members, including the Community Engagement Specialist, but may engage the large Collaborative as needed to fulfill goals and tasks
- iii. Joining a subcommittee is done on a volunteer basis by SCMs
- iv. Subcommittees should have a minimum of 2 SCMs and a maximum of 5 SCMs
- v. Subcommittee members may vacate this position at any time, but should communicate this decision to the larger Steering Committee so, if need be, their position may be filled

##### b. Action Teams

- i. Actions Teams are any group formed within the Collaborative that meets temporarily - or with some definitive end date - in order to meet an immediate need of the coalition
- ii. Action Teams are formed on a voluntary basis by interested HCC Members
- iii. While Action Teams are made up primarily of HCC Members, they should also include at least 1 member of the Steering Committee or the Community Engagement Specialist
  - 1. In the event that no SCM volunteers to joining a formed Action Team, the Co-Leaders of the HCC would become to defacto point-of-contact for this Action Team
- iv. Action Teams may, as needed, include non-HCC Members
  - 1. This could include the involvement of a consultant, a community expert, another community group, a community member(s) interested in only temporary involvement in the HCC, or other circumstances
- v. While Actions Teams take on a level of independence in their function and operation, the spirit of collaboration with the larger HCC should be prioritized and considered when making decisions

##### c. General Notes on Subcommittees & Actions Teams

- i. Both Subcommittees and Action Teams may be formed at any time as needs arise

### **ARTICLE VII: OPERATING POLICIES & PROCEDURES**

## A. Voting and Decision Making:

- a. Discretion will be given to the Steering Committee as to what decisions warrant input and participation from the full Collaborative versus the Steering Committee alone
- b. Decision Making within the Steering Committee
  - i. Within the Steering Committee, decisions shall be made through a process of consensus
    1. Consensus is defined as the entirety of the group agreeing with the decision
  - ii. If consensus cannot be reached, every appropriate effort will be made by the SCMs to engage in conversation and discourse on the issue at hand
    1. If once these efforts have been made, consensus is still not reached, the SCMs will vote confidentially and majority decision will be endorsed
    2. If necessary and appropriate, the Steering Committee may make decisions via electronic means, such as text, email, and e-survey
    3. For a decision to be made, more than half of the Steering Committee must be present
    4. Every effort will be made to ensure the maximum attendance of SCMs for all decision making processes
    5. If a SCM elects to send a proxy to a meeting, it is understood that the proxy may participate in any voting or decision making on their behalf
      - a. Proxies may choose to abstain from voting
- c. Decision Making within the Collaborative
  - i. Within the HCC as a whole, decisions shall be made through a process of consensus
  - ii. If consensus cannot be reached, every appropriate effort will be made by the Collaborative to encourage conversation and discourse on the issue at hand
  - iii. If once these efforts have been made consensus is still not reached, the vote or decision will go to the Steering Committee who will work to reach a consensus and, as a last resort, vote confidentially and majority decision will be endorsed
- d. General Decision Making Practices
  - i. At any time, in any situation regarding decision making, the Steering Committee and/or the Collaborative can choose to delay reaching a decision if more discussion or research is required
  - ii. Subcommittees and Action Teams will observe the same voting and decision making processes as the described in Article VII, Section A, Subsection b, "Decision Making in the Steering Committee"

## B. Document Amendments

- a. Amending the HCC's Vision, Values, and Mission will be facilitated by the Steering Committee
  - i. The Steering Committee may solicit input and ideas from the Collaborative on this process but is ultimately responsible for any amendments to these guiding principles
  - ii. Any changes or amendments of the HCC's Vision, Values, and Mission must be communicated to the Collaborative within 5 days of the changes being made
- b. Amendments of the HCC's Bylaws may occur either by the Steering Committee or by a Subcommittee of the Steering Committee
  - i. If this process is occurring within a Subcommittee, no final changes to the Bylaws can be made without the agreement of the Steering Committee
  - ii. Any changes or amendments of the HCC's Bylaws must be communicated to the Collaborative within 5 days of the changes being made

## APPENDIX

### Item A - Steering Committee Nominee Decision Matrix

*The purpose of this tool is to allow the Steering Committee of the HCC to make decisions on nominations to the Steering Committee with as much uniformity and impartiality as possible. This tool will also aid in ensuring membership of the Steering Committee remains balanced, diverse, and representative of the communities this coalition serves. Additional considerations beyond the factors named on this matrix should and will be considered by Steering Committees members when making membership decisions.*

*The number within the matrix represent “points”. A nominee total score of “3” or more is preferred.*

<b>Prompts</b>	<b>YES</b>	<b>NO</b>
Does the HCC Steering Committee already have its maximum of 16 members?	<i>If this is the case, the SC is at capacity UNLESS there are unique circumstances and the SC is choosing to exceed this number</i>	<i>Proceed with assessment</i>
Does the nominee reside in AND/OR work for an organization that serves Harrisonburg City or Rockingham County?	1	<i>If this is the case, this person is ineligible to join the Steering Committee</i>
Does this nominee represent a “Sector” listed in Article V, Section A, Subsection d of the HCC Bylaws?	1	0
Does this nominee represent a “Sector” that is NOT currently represented on the Steering Committee?	2	0
Is this nominee unaffiliated with any organization/agency/sector but represents themselves and a subpopulation of the H-R community?	2	0
Does this nominee have the time/capacity to meet the general Steering Committee Membership requirements as stated in the HCC Bylaws?	1	0

**Item B - HCC Sector Member Agreement Form**

**Healthy Community Collaborative - Sector Member Agreement Form**

Completed forms should be submitted electronically to [hcc@hrcsb.org](mailto:hcc@hrcsb.org)

Name: \_\_\_\_\_

[If applicable] Organization/Affiliation: \_\_\_\_\_

**Sector(s) of the Harrisonburg-Rockingham Community my organization or I represent (check all that apply):**

<input type="checkbox"/>	City and/or County government	<input type="checkbox"/>	Faith community
<input type="checkbox"/>	City and/or County schools	<input type="checkbox"/>	Public safety and/or court services
<input type="checkbox"/>	Local higher education institutions	<input type="checkbox"/>	Local media
<input type="checkbox"/>	Health and human service organizations and agencies	<input type="checkbox"/>	Neighborhood associations/advocacy groups
<input type="checkbox"/>	Business and industry community	<input type="checkbox"/>	Youth serving groups/organizations
<input type="checkbox"/>	I am not affiliated w/ any of these sectors, but I am a part of the H-R community		

*By signing this Sector Member Agreement Form, I am identifying myself and/or my organization as an active member of the Healthy Community Collaborative. I agree to make an effort to attend all HCC Meetings and actively participate in such meetings. If I have the capacity, I will engage in additional Collaborative activities, events, and trainings.*

*As an HCC Member, I will uphold the vision and mission of the Collaborative:*

***Vision:*** *The Healthy Community Collaborative envisions an equitable and inclusive community where every one of our neighbors is safe, supported, and flourishing - a place for all and by all.*

***Mission:*** *The mission of the Healthy Community Collaborative is to bring communities together to end health disparities.*

*If the situation arises where I can no longer actively engage in the HCC, I will communicate this to the HCC's Steering Committee via e-mail communication – [hcc@hrcsb.org](mailto:hcc@hrcsb.org)*

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

## Item C – Terminology and Abbreviations

### Abbreviations

- HCC – Healthy Community Collaborative
- SCM(s) – Steering Committee Member(s)
- CES – Community Engagement Specialist

### Terminology

- “Performance Year” – July 1<sup>st</sup> to June 30<sup>th</sup>; The timeframe used for assessing and evaluating the HCC’s work and progress
- “Health Disparity” –
  - A particular type of *preventable* health difference that is closely linked with social, economic, and/or environmental disadvantage.
  - Health disparities adversely affect groups of people who have systematically experienced greater obstacles to health based on their
    - racial or ethnic group;
    - religion;
    - socioeconomic status;
    - gender;
    - age;
    - mental health;
    - cognitive, sensory, or physical disability;
    - sexual orientation or gender identity;
    - geographic location;
    - or other characteristics historically linked to discrimination or exclusion

Based on the [Healthy People 2030 Definition](#)