

THURSTON THRIVES COORDINATING COUNCIL
GOVERNANCE DOCUMENT

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THURSTON THRIVES

Thurston Thrives is a community initiative to improve the health and safety for all people in Thurston County. Using a collective impact framework, Thurston Thrives brings together local jurisdictions, businesses and nonprofits to find new ways of working together to address our regions' most pressing needs.

Thurston Thrives is based upon the model of the social determinants of health—that the conditions in the places where people live, learn, work, and play affect a wide range of health risks and outcomes. We believe that health is more than healthcare, and that our community's complex problems—poverty, homelessness, or kindergarten readiness—cannot be solved by one organization alone.

The core of our work takes place in the Action Teams, which combine the expertise of professionals from a variety of sectors to identify strategies and goals through a collaborative approach. These teams work in eight areas, modeled after the social determinants of health:

- Clinical & Emergency Care
- Community Design
- Education and Resilience (Partners for Children, Youth and Families)
- Economy
- Environment (including Climate & Clean Energy)
- Food
- Housing
- Public Safety & Justice

As a collaborative network of community partners and leaders, Thurston Thrives creates the platform and leverage to inform regional policies and develop innovative actions; align our cross-sector efforts for measurable results; and ensure Thurston County is a healthy and thriving place to live, work and play for current and future generations.

FISCAL AGENT

The Thurston County Chamber Foundation, located at 809 Legion Way SE, Olympia, WA 98501, serves as the Fiscal Agent for the Coordinating Council. The duties of the Council's Fiscal Agent are outlined in Memoranda of Understanding between the Council's funders and its Fiscal Agent. Copies of these documents, and a list of current funders, are available upon request to the Thurston Thrives Director. The Council's Fiscal Agent is charged with the fiduciary oversight of Thurston Thrives. The Council operates under the Articles of Incorporation of its Fiscal Agent and therefore, all Council documents are operational in nature, rather than corporate or organizational.

COORDINATING COUNCIL

Purpose

Thurston Thrives is overseen by a public-private Coordinating Council comprised of representatives from: business, action teams/hubs, local government, philanthropy and education, as well as two members at large. The purpose of the Thurston Thrives Coordinating Council is to promote and expand the infrastructure needed to support the action teams, so that as a collective, we can help inform regional policies and develop innovative actions to ensure Thurston County is a healthy place to live, work and play.

The Council does not serve as a board of trustees or directors, but rather as a coordinating body to facilitate the success of the Thurston Thrives initiative. The Coordinating Council's core functions, supported by the Thurston Thrives Director and Fiscal Agent, are to measure, promote and sustain the initiative.

This includes:

- Foster continuous communication between Council, staff, and Action Teams/Hubs, and support the advancement of Thurston Thrives strategies and goals.
- Identify community needs, gaps and opportunities.
- Review data and measures of progress.
- Set strategic goals for system and process improvement.
- Pursue resources to support Thurston Thrives strategy implementation.
- Assist with engaging the wider community and maintaining high level of public awareness of the actions being done to further Thurston Thrives.

Group Norms

The Council has established the following group norms for itself:

- Acknowledge that individual TTCC members have different capacities for this work. Respect all contributions.
- Work from a clear agenda.
- Practice effective communication by:
 - Listening to understand
 - Waiting for a speaker to finish
 - Sharing your thinking and which “hats” you are wearing
 - Inquiring about others’ thinking
 - Assuming good will
 - Respecting confidentiality
- Encourage dialogue rather than debate.
- Favor progress toward outcomes over process.
- Be open to new directions or possibilities.
- Operate in an open, transparent manner.

Membership Guidelines

The Council shall have up to 26, but no fewer than 15, members. The number of Council members may be increased beyond 26 members or decreased to less than 15 members according to the decision guidelines of the Council. A Council member must reside and/or work within Thurston County, Washington. When at its full capacity, the Council shall be comprised of members from the following sectors.

- Three (3) business representatives selected by the President/CEO of the Thurston County Chamber of Commerce, at least one of which shall represent the Health Care sector;
- Two (2) philanthropy representatives selected by United Way of Thurston County;
- One (1) Thurston County Public Health and Social Services Department Representative;
- One (1) representative from each Thurston County jurisdiction, selected by their respective jurisdiction, for up to eight (8) local government representatives;
- One (1) representative selected by each of eight (8) Action Teams;
- Two (2) Education representatives; and
- Two (2) Members At Large

Prior to their first meeting, each new member will meet with the Director or the Chair of the Council for a general orientation. Each member is asked to report back to their respective organizations and inform others of the work occurring within Thurston Thrives. Council members are encouraged to assign additional persons from their organization to one or more action teams, to promote information sharing and cross-sector participation in the teams.

Appointments and Vacancies

Appointments to the Council shall follow the membership guidelines. Additionally:

- Education Representatives and Members at Large may be nominated by current Council members or the Director.
- Community members may submit requests to the Chair or Director of Thurston Thrives if they wish to be nominated to a seat on the Coordinating Council.
- Action Team representatives shall be selected by a majority vote of their teams, according to their respective Charters. The Representative may be the Chair of the team, or their designee.
- Action Team representatives serving on the Coordinating Council will be limited to only one person per organization. If more than one representative from the same organization is nominated, the Director will assist the Action Teams in coordinating to assure that organizational representation is not duplicated.
- All member nominations must be submitted to the Executive Committee and ratified by the full Coordinating Council.

Any vacancy, due to resignation or otherwise, may be filled according to these guidelines.

Term of Council

Coordinating council membership is reviewed on an annual basis. At the end of the year, members will meet with the Director or Chair to discuss their interest in remaining on the Council for an additional term. There are no limits to the number of terms a member may serve; however, application for membership renewal is first submitted to the Executive Committee, and then forwarded to the full Coordinating Council for approval.

Meetings

The Coordinating Council meets monthly. All meetings are open to the public, but only Thurston Thrives Coordinating Council members may vote on official business. No fewer than 4 regular meetings of the Council shall be held annually.

Every other meeting shall be dedicated to Action Team check-ins. The purpose of these meetings is to increase cross-team work and partnerships; share the pressing needs of the action teams; and allow the Coordinating Council to identify gaps and opportunities for the full initiative. Additional Action Team members are encouraged to attend and participate in these discussions.

The Chair of the Council or any a majority of current Council members may call a special meeting of the Council with one-week written notice via email provided to each member of the Council. The Chair or majority of members may also establish the place the meeting is to be held, so long as it is a reasonable place to hold a special meeting of the Council.

Decision Making Process

The Council uses a consensus decision making process. This process involves collaboratively generating a proposal, identifying concerns, and modifying the proposal as needed to generate as much agreement as possible. Unanimity is preferred by the Coordinating Council. This is achieved when the full group consents to a decision. Giving consent does not necessarily mean a proposal is one's first choice. At times, it may mean, "I can live with this." Alternately, a member may "stand aside," choosing to cooperate with the direction of the group, rather than insisting on personal preference. If unanimity is not possible, a proposal may be approved by 60% of the members present. For large decision items the Council may use Roberts Rules, at the discretion of the Chair or Co-chairs.

Quorum

A quorum is not necessary for conducting business. Rather, any action may be taken by consensus or through a vote of 60% or more of Council members present at any regular or special meeting.

Voting

Each Council member shall only have one vote.

Attendance

A Council member must attend at minimum 67%, or 8 out of 12, regular or special meetings of the Council during any calendar year; otherwise they may be subject to removal. Attendance will be recorded in the minutes or meeting notes and posted online or distributed to Council members monthly.

Proxy

If a Council member is unable to attend a regular or special meeting, he or she may appoint a proxy or alternate to act in his or her stead.

- This proxy may be an existing Council member or an individual from the sector or action team from the member is designated to represent on the Council.
- The proxy must be knowledgeable about the proceedings of the Council and the meeting agenda.
- As far in advance in possible, Council members must notify the Director or Chair in writing they choose to designate a proxy, and must name the individual who will serve as their proxy.

Resignation or Removal

A Council member may resign at any time upon written notice to the Chair of the Council and the Director. Unless otherwise specified in the notice, the resignation shall take effect upon receipt.

At any Council meeting, a member or officer may be removed, as recommended by the Executive Committee and approved by the full Council. Causes for removal include:

- Breaching a duty pursuant to the Council's operating principles or generally accepted standards of conduct;
- Missing more than 33% of regular meetings of the Council during any one calendar year, unless on official leave of absence approved by Council.

Compensation

Council members shall receive no compensation other than for reasonable approved expenses.

OFFICERS

By December of each year, the Council shall elect officers, which shall include a Chair and a Vice Chair of the Council, or two Co-chairs. An officer must be a current member of the Coordinating Council. Members may make nominations in person or via email to the Director, who will forward nominations to the full Council at least one week prior to the vote at the next Coordinating Council meeting.

Term of Officers

The term of Council officers shall be one (1) year. No person shall serve more than three (3) consecutive terms in a given position or six (6) consecutive terms as an officer. After serving the maximum number of consecutive terms, a member may be eligible for reconsideration as an officer after one (1) year has passed since the conclusion of such Council member's service as an officer.

Chair and Vice Chair of the Council

It shall be the responsibility of the Chair of the Council, when present, to preside over all meetings of the Council. Duties include:

1. **Leadership.** Guides and directs the governance process, centering the work of the Coordinating Council on the organization's mission, vision and strategic direction.
2. **Agendas.** Helps establish agendas for Coordinating Council and Executive Committee meetings, in collaboration with the Director and Executive Committee.
3. **Meeting management.** Presides over Coordinating Council and Executive Committee meetings in a manner that encourages participation and information sharing while moving the group toward timely closure and prudent decision-making.
4. **Committee direction.** Works with committee chairpersons to align the work of committees with the vision and goals.
5. **Director relationship.** Develops a positive, collaborative relationship with the Director, including acting as a sounding board for the Director on emerging issues and alternative courses of action.

In the absence of the Chair of the Council, or in the event of his/her inability or refusal to act, the Vice Chair will perform the duties of the Chair.

EXECUTIVE COMMITTEE

The Council may appoint an Executive Committee composed of a minimum of three (3) and a maximum of seven (7) members. One of these members shall be the Chair of the Council, another shall be the Vice Chair of the Council (or co-chairs), and another representing the Fiscal Agent. The Director of Thurston Thrives shall serve as a non-voting member of this committee.

Role of Executive Committee

The role of the Executive Committee is to:

- Help the Director to plan the agendas of the Council;
- Assist the Director in the strategic planning and visioning of the initiative;
- Forward the nominations of Coordinating Council representatives; and
- Assist the Fiscal Agent in developing the yearly review of the Director.

No other standing committees may be created without a vote of the Council; all others will be ad-hoc.