



ORGANIZING COMPACT

I. Vision, Mission, Purpose, Goals, Values and Guiding Principles

- Vision: Everyone enjoys the benefits of good oral health as an integral part of overall health.
- Mission: Promote oral health in Arizona through leadership, policy development, and advocacy.
- Purpose: Empower, organize, and align stakeholders and systems to improve oral health in Arizona, and collaborate with the State Office of Oral Health to develop and implement the state oral health plan.
- Goals:
 - a. Policies are in place that support a robust oral health infrastructure
 - b. Healthcare workforce is sufficient to meet needs effectively and equitably and is integrated within overall health.
 - c. Community is the focus for shared understanding of oral health prevention, advocacy, and literacy.
 - d. Pursue effective financing of the systems of oral healthcare and fund activities supporting the State Oral Health Action Plan.
- Guiding Principles:
 - a. Respect and hear all voices and perspectives;
 - b. Utilize best practices in community mobilization to advance oral health for all;
 - c. Work at the systems level through partnerships and collaborations;
 - d. Do what we do best and connect to the rest;
 - e. Place oral health in the context of whole health;
 - f. Create a culture of accountability, both through advocacy and by holding ourselves accountable first and foremost;
 - g. Continually seek out and include communities impacted by oral health disparities in the design, evaluation, and leadership of our work;
 - h. Be committed to using a racial and health equity lens in all that we do;
 - i. Be intentional in creating authentic feedback loops with all stakeholders, particularly communities impacted by health inequities, to inform our strategies, communications, and priorities;
 - j. Be brave enough to disrupt systems when necessary for positive change;
 - k. Communicate regularly and transparently within the coalition and with stakeholders;
 - l. Use evidence, data, and the lived experience of those impacted by the oral health system as the foundation for decision-making; and,
 - m. Learn from our failures and celebrate our successes.

II. Membership and Involvement

The Arizona Oral Health Coalition (AZOHC) is open to individuals or organizations (institutions, agencies) interested in advancing the vision and mission of the Coalition.

- Voting Members (one vote per membership)



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- a. Individual – A single person at-large may join the coalition unaffiliated with any specific organization. This person speaks and votes on his/her own behalf and volunteers independently.
 - b. Organizational – An organization, institution, or agency may support the coalition as an entity, and designate one contact with alternates to represent the organization's commitment to the coalition. This person speaks and votes on behalf of his/her organization.
- Non-Voting Members
 - a. Friends of the AZOHC – Individuals or organizations who support the mission of the coalition but are not able to volunteer time or other contributions with regularity. These individuals or organizations would like to be included in regular coalition communications and may opt to engage when opportunities present.
 - b. Student Members – Students enrolled in any higher education program may attend coalition meetings, volunteer time, and receive communications.
 - Voting Member Responsibilities
 - a. Advance the coalition's mission by working collaboratively with other members, serving on workgroups or otherwise making substantive contributions.
 - b. Share information about AZOHC's efforts and accomplishments with respective communities and within one's sphere of influence.
 - c. Help build an AZOHC culture that respects differing views and embraces diverse strategies to achieve results.
 - Membership Administration
 - a. Individuals and/or organizations interested in membership will complete and submit an application.
 - b. No dues will be collected or requested at this time although contributions are encouraged.
 - c. Membership is ongoing until terminated by the individual or organization.
 - d. Membership is a prerequisite to serve on workgroups or in a leadership role within the Coalition.
 - Workgroups: Ad-Hoc workgroups will be organized to carry out the action plan of the AZOHC as determined by the Leadership Council.
 - a. Workgroups shall have no less than three members with a recommended maximum of 15.
 - b. Meetings may be held in-person or via teleconference/phone conference at the convenience of the workgroup members.
 - c. Each workgroup is authorized to establish its own method for and rules of decision-making.
 - d. The workgroup will identify a lead or chair who will report regularly on progress and activities to the LC.
 - e. Workgroup Lead/Chair Responsibilities include:
 - Convene and facilitate (with AZOHC staff) workgroup meetings, with the frequency and location determined by the workgroup.
 - Lead the workgroup in planning and implementing tasks/activities that will meet assigned objectives (based on AZOHC Action Plan).



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- Help recruit new workgroup members and actively engage existing members.
- Review/edit notes (taken by AZOHC staff) before distributing to workgroup members and submitting to Leadership Council.
- Actively participate in AZOHC Annual Membership Meeting (i.e. Summit).
- Maintain ongoing communication with the Leadership Council and AZOHC staff.

III. Administration and Leadership

The Arizona Oral Health Coalition operates as a “Sponsored Project” of Technical Assistance Partnership of Arizona (TAPAZ). Fiscal sponsorship generally entails a nonprofit organization (the “fiscal sponsor”) agreeing to provide administrative services and oversight to, and assume some or all, of the legal and financial responsibility for the activities of groups or individuals engaged in work that relates to the fiscal sponsor’s mission, in this case public health.

Fiscal sponsors are tax-exempt, charitable ventures that, according to a recent Internal Revenue Report "have the ability to receive charitable contributions for specific projects, the infrastructure to ensure compliance with applicable federal and state laws, and adequate internal controls to ensure that the funds will be used for the intended charitable purposes." Simply stated, fiscal sponsors place responsibility for implementing programs in the hands of project leaders while ensuring appropriate fiduciary oversight.

Fiscal sponsorship is a formal arrangement in which a 501(c)(3) public charity sponsors a project that may lack exempt status. The Coalition, through its elected Leadership Council, will plan, lead, and manage the Coalition with the support of TAPAZ.

TAPAZ will provide the following support services:

- a. Be the fiscal sponsor for the Coalition
- b. No cost training and technical assistance opportunities on a broad range of topics from governance, strategic planning, to coalition building
- c. Donation platform “We Did It” provides donor management/services, receipt of donations, crowdfunding, event management, daily access to account
- d. Convening, seminars, webinars to increase skills to the projects e.g. fundraising and resource development planning
- e. Grant management includes Federal, State and local grants oversight
- f. Financial management and accounting available monthly in P and L, Statement of Financial position, and other financial reports
- g. Account payables/accounts receivables
- h. Payroll and taxes for part-time or full-time staff and/or contractors handled through a Professional Employment Organization (PEO)
- i. Receipt and accountability of many types of funding
- j. Grants will be written by the AZOHC then sent to TAPAZ for proofing, compiling and submission under their 501 c 3
- k. Manage reimbursable grants, interest free, to support cash flow (This is a unique and highly valued feature). For example, if invoicing is required to obtain



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payment, TAPAZ is able to pay staff while the invoicing/payment is being processed by the funder

- l. The Professional Employment Organization (PEO) TAPAZ uses offers access to voluntary benefits for employees such as \$10,000 life insurance policy and 401K plan
- m. Offer meeting space when possible
- n. Develop and maintain a coalition webpage (<http://www.TAPAZ/azohc.org/>)

Leadership Council

Role and Purpose: The primary role of the Leadership Council is to accelerate the work of the Coalition, strengthen connections with stakeholders, and serve as design thinkers. Its purpose is to serve as the governing body for the coalition with the authority to research issues, make recommendations, respond to immediate issues or opportunities and make time-sensitive decisions. Leadership Council (LC) members set the tone for how the coalition operates by modeling a spirit of involvement, collaboration, perseverance, dedication and passion.

LC Areas of Responsibilities:

- a. Strategic Planning
 - o Articulate the Coalition's Vision and Mission
 - o Facilitate coalition processes to identify community issues (assessment) and community solutions (planning and implementation)
 - o Ensure accountability, review, evaluate and reassess to determine what's working and what's not (evaluation)
 - o Establish timelines and budgets for coalition efforts
 - o Ensure the coalition operates in a manner that will exist long enough to achieve community-level changes (sustainability)
- b. Membership, Capacity and Organizational Structure
 - o Establish workgroups with clear roles, responsibilities, and expectations
 - o Define clear roles, responsibilities, expectations for coalition members
 - o Determine and adjust coalition structure (e.g. structural model, leadership, work groups, etc.) as needed
 - o Ensure commitments to funders are met
 - o Identify, recruit and sustain coalition membership
 - o Plan agenda and activities for the AZOHC Annual Membership Meeting (i.e. Summit)
 - o Ensure inclusion, cultural competence, and respect in all coalition activities
 - o Work collaboratively with Lead Agency/Fiscal agent to define clear roles, responsibilities, and expectations for coalition staff
- c. Promotion, Branding and Communication



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- Develop and maintain community relations
- Ensure coalition branding is consistently communicated to the community (e.g., logos, vision, mission)
- Foster cooperation, collaboration, coordination and communication with individuals and organizations in Arizona

Leadership Council Membership:

- a. The size of the LC shall not be less than five (5) and no more than fifteen (15) voting members.
- b. The voting members of the LC shall be the Chair, Vice-Chair, Secretary-Treasurer, one representative from each of the existing six regional oral health coalitions, and up to six (6) members at-large.
- c. Regional Oral Health Coalitions:
 - The current ROHCs include the Arizona American Indian Oral Health Initiative (AAIOHI), La Paz-Mohave Oral Health Coalition, Maricopa County Oral Health Leaders Advocates and Resources (MOLAR), Navajo-Apache-Gila Oral Health Coalition (NAG), Northern Arizona Oral Health Coalition, and Southern Arizona Oral Health Coalition (SAzOHC).
 - Each regional coalition will select its own representative to the LC with up to two designated alternates. Regional coalitions will submit the name of their representative(s).
 - Should the number of regional oral health councils increase or decrease, the LC may alter Council membership accordingly, with a majority vote.
- d. Members At-Large should represent a diversity of perspectives including but not limited to rural, metro, border communities, dentist, hygienist, public health, academic, dental/dental hygiene schools, professional organizations, community member, insurance agencies, medical provider, corporation, county health department, and/or state government.
- e. At its own discretion, the LC may invite advisors, consultants, or ex-officio members without vote to join the Council.

LC Terms and Commitment:

- a. Leadership Council (LC) terms are for three (3) years. LC members may serve up to two consecutive terms or six (6) years total.
- b. To ensure consistent knowledge of the LC representation, terms shall be arranged so that no more than five (5) or one-third of the LC members are elected annually. In the initial year of the LC, one-third of the Council members will be elected for a 1-year term, one-third for a 2-year term, and one-third for a 3-year terms. In subsequent years, one-third of the Council members will be elected for 3-year terms.
- c. LC members will be expected to attend at least 75% council meetings each year, and participate as a leader or member on at least one work group.



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- d. LC members will annually complete and sign a Statement of Commitment form and Conflict of Interest form to be kept on record as a LC member.

LC Eligibility and Election:

- a. Members of the LC must be members of the AZOHC.
- b. Any member of the Coalition may apply for the LC by completing a Leadership Council Nomination Form available on the AZOHC website.
- c. With the exception of the regional oral health coalition representatives, LC members will be elected by AZOHC voting members.
- d. Electronic voting is permitted.

AZOHC Officers:

In addition to upholding all the responsibilities of a Leadership Council Member, there will be three officer positions on the Leadership Council (LC): Chair, Vice-Chair, and Secretary/Treasurer.

- a. The Chair, Vice Chair, and Secretary-Treasurer will be elected by consensus or a majority vote of the LC annually.
- b. Only current members of the LC will be eligible to be elected as Chair, Vice Chair, or Secretary-Treasurer.

Officer Responsibilities:

- a. Chair
 - Serve as chairperson of the Leadership Council
 - Preside at all meetings of the Leadership Council
 - Ensure all orders and resolutions of the LC are carried into effect
 - Maintain the responsibilities for the governance of AZOHC
 - Encourage active participation by all LC members
 - Play a lead role in resource development
 - Provide leadership to the LC, who sets policy
 - Note applicability of legal and governance issues during meetings
 - Lead new LC member orientation
 - Oversee progress toward the plans, goals and objectives of the Coalition
 - Oversee staff annual performance evaluation
 - Oversee all contracts, affiliations and membership of and for the Coalition
 - Perform other duties assigned by the LC
- b. Vice Chair
 - Serve as an Officer
 - In the event of absence of the chair, the vice chair will perform as chair
 - Participate as a vital part of LC
 - Note applicability of legal and governance issues during meetings



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- In general, it is the intent that the vice chair succeeds to the chair role when the term of the Chair ends
 - Oversees new LC Member recruitment, solicitation, cultivation and election
 - Perform other duties assigned by the LC
- c. Secretary/Treasurer
- Serve as an Officer
 - Ensure that proper notice of all regular and special meetings of the LC are posted
 - Sign the approved meeting minutes for record keeping
 - Assume responsibilities of the chair in the absence of the chair and vice chair
 - Note applicability of legal and governance issues during meetings
 - Serve as chief financial officer of Arizona Oral Health Coalition
 - Serve as chairperson of the governance and operating committee
 - Understand financial accounting for coalition and tax-exempt organizations
 - Manage the finances of AZOHC by reviewing monthly financial statements
 - Regularly inform the LC of the Coalition's financial standing
 - Work with the LC and staff to develop and implement the annual budget
 - Ensure the development and board review of financial policies and procedures
 - Perform other duties assigned by the LC

LC Meetings

The LC will meet a minimum of four times each year. Special meetings may be called at any time by the Chair or at the request of a majority of members of the LC.

LC Quorum and Decision-Making

- a. For the purpose of voting, the presence in person or via conference call of a majority of the voting members of the Council will constitute a quorum.
- b. Proxy voting will be permitted only when the proposed action has been presented to the LC prior to the meeting.
- c. The LC may use either of the two decision making models
 - Consensus – a process where all group members are included and encouraged to participate. Further, the needs of all stakeholders affected by a decision are included in the deliberations. The group commits to the goal of generating as much agreement as possible.



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- Parliamentary procedure – the current edition of *Robert’s Rules of Order Newly Revised* will be the parliamentary authority.

IV. Annual Membership Meeting/Summit

The AZOHC will conduct one general membership meeting each year called the AZOHC “Annual Meeting” or “Summit” and will allow time for:

- a. Coalition business and updates
- b. Election of Leadership Council members
- c. Decision on workgroups for the following year
- d. Updates from workgroups
- e. General announcements from the membership regarding current events in oral health care access and equity.
- f. When appropriate, relevant presentations from a subject-matter partners or other professionals.

V. Funding

The AZOHC is currently funded through grants. The LC will need to seek additional streams of revenue to sustain its operations and should develop a resource development plan including earned and gifted income sources for sustainability.