



**Report  
from  
Structure  
Committee**

# **OUR PROPOSED STRUCTURE**

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# Our Vision and Mission

***Our Vision*** is of a Thriving Community in our Yakima Valley with Strong Leaders and Vibrant Organizations collectively engaged in transformative action to achieve the Common Good.

***Our Mission*** is to achieve the Common Good through listening and building relationships, strengthening our local voice, empowering, and developing leadership among the most impacted, and engaging the diversity of our community in effective, collective action for systemic change.



# WHO WE ARE...

We are a broad-based group of community organizations including BIPOC, LGBTQIA+ and multi-generational, multi-cultural leaders that have come together in our collective power to work on multiple issues that require systemic change and contribute to the common good.

In our tradition, organizing is led by the people most directly affected by the issues. The well-being of our community requires everyday citizens, particularly those most impacted to be meaningfully involved in creating the solutions shaping our community.

We determine our work through deep listening to those most affected, our community, our membership and our selves. We discover solutions through research, analysis and discernment.

With collective support, we initiate our campaigns and actions to advance the common good in our communities, building our leaders and the power to advance systemic change.



# BTR:ALLIANCE PARTNERS TO DATE

PODER LATINX

350 YAKIMA

ELLA

FRIENDS OF TOPPENISH CREEK

ONE AMERICA

ASIAN PACIFIC ISLANDER COALITION OF YAKIMA VALLEY

CITIZENS CLIMATE LOBBY

GREATER HEALTH NOW

HOLY TRINITY EPISCOPAL CHURCH

LATINO COMMUNITY FUND

LEAGUE OF WOMEN VOTERS

NAACP OF YAKIMA COUNTY

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SISTERS OF THE HOLY NAMES OF JESUS AND MARY

ST. MATTHEW'S EPISCOPAL CHURCH

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UNITARIAN UNIVERSALIST CHURCH

WA CONSERVATION ACTION

WA YOUTH ALLIANCE

YAKIMA ASSOC. OF FAITH COMMUNITIES

YAKIMA & SO. CENTRAL COUNTIES LABOR COUNCIL SEIU119

YAKIMA IMMIGRANT RESPONSE NETWORK

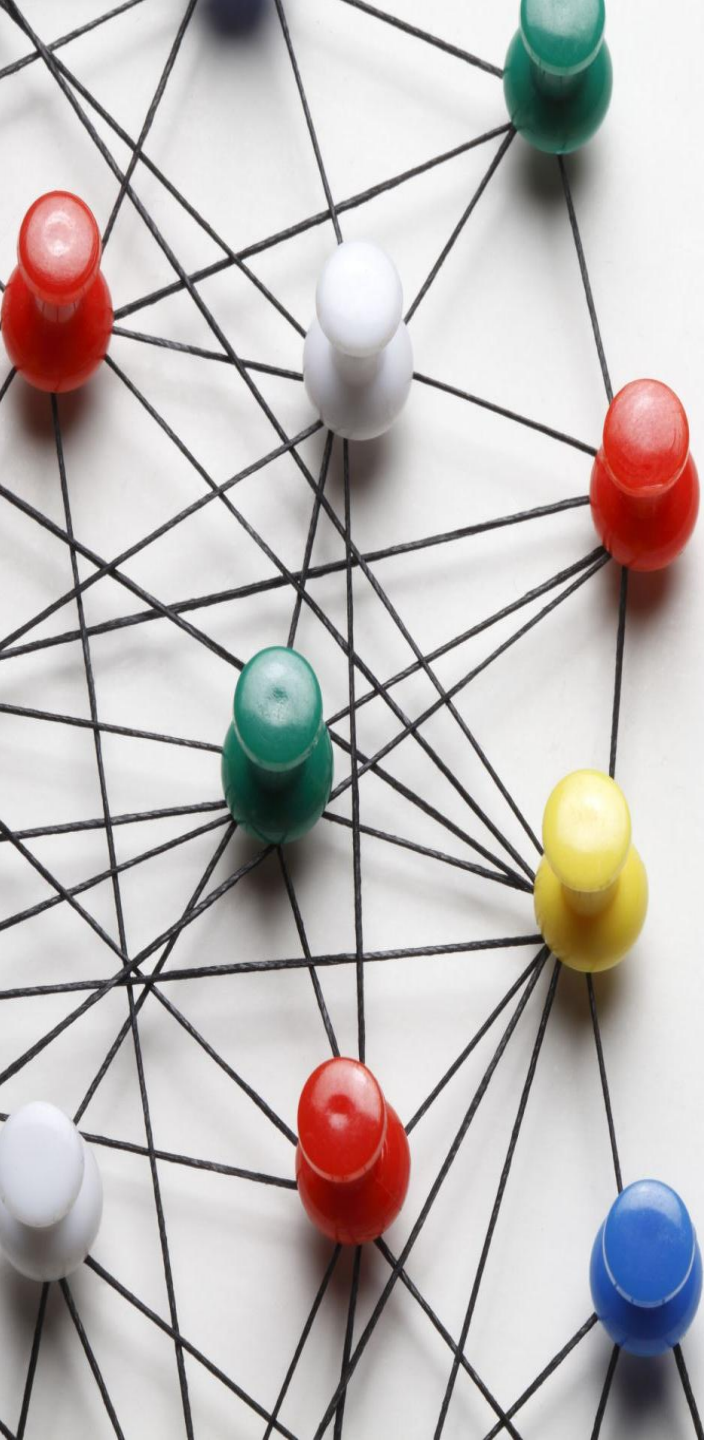
YAKIMA INDIVISIBLE

YAKIMA VALLEY HEALTHCARE DEFENSE PARTNERSHIP

CASEY FAMILIES

ENTRUST COMMUNITY SERVICES

WHOLE WASHINGTON



# Our Structure

## Our organizational structure- IAF Model

**Our strategy and numbers builds our power. There is no doubt that community power is what leads to change, but it is important to understand that intentional organization within the community can lead to even more positive changes within the systems that support our local needs.**

**The IAF model is the structure for our organization. It serves as a toolkit for us to use to mobilize the diverse skills, knowledge, and resources of all our member organizations.**

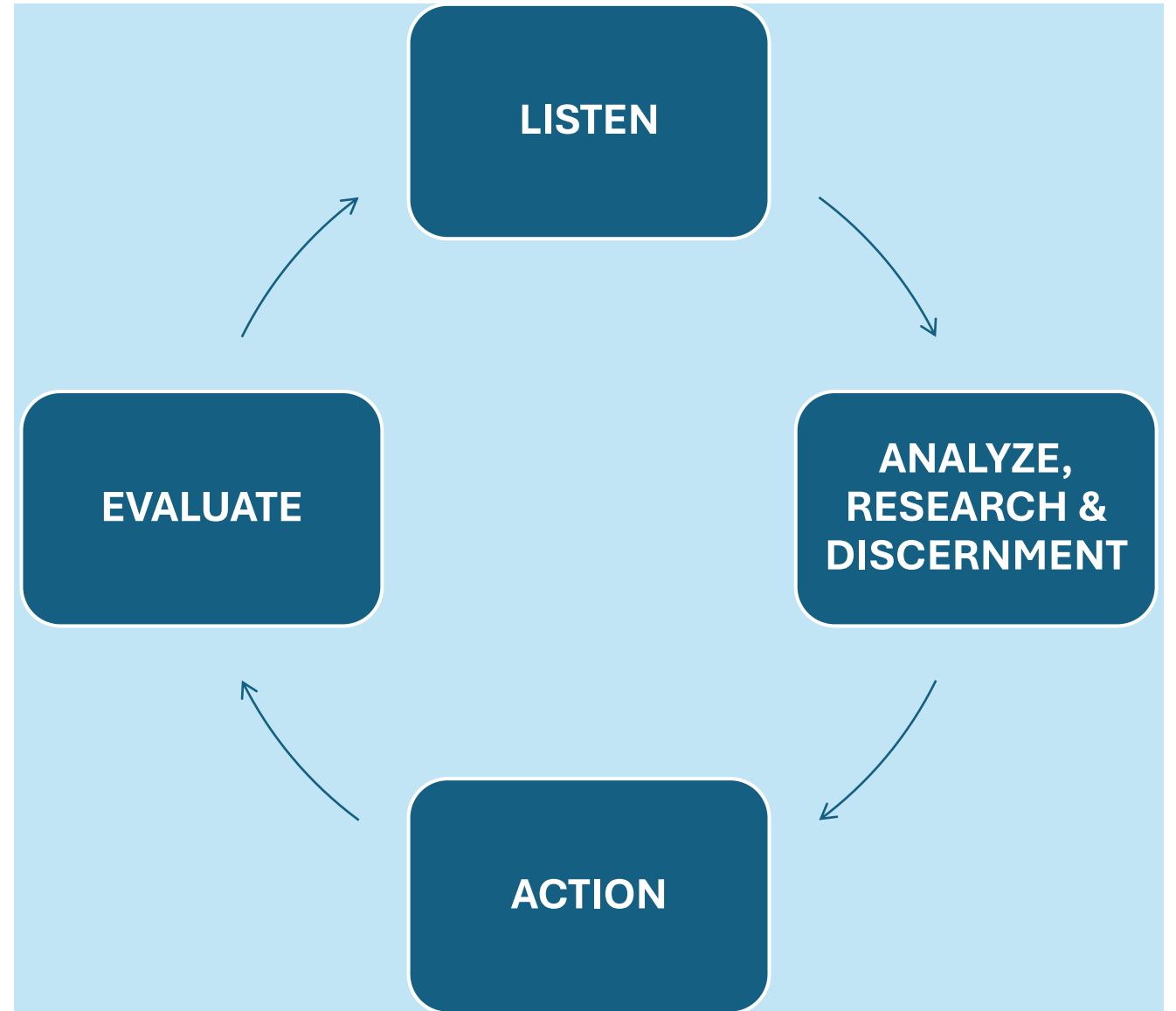
**Through the strategic creation of teams that strengthen community partnerships, we build the leadership skills for our work. Individual member organizations, and the community benefit as well.**

**We offer leadership training; strategic and tactical planning, and research for multi-issue campaigns with IAF ongoing support in those areas. We are building a powerful coalition of partners that can effect systemic change for the common good as we apply these principles and learnings.**

**The structure of our organization begins with our Organizing Cycle (Season) which informs the work that we champion and is led by our members in partnership with the community.**

**HOW WE DO  
OUR WORK:**

**OUR  
ORGANIZING  
CYCLE  
(SEASON)**



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# OUR ORGANIZING CYCLE (Season)

## LISTENING SEASON

- We listen deeply to the values and passions that are held by communities most affected by the issues at hand
- We arrange community listening gatherings, one-on-one interviews, soliciting member's input and maintaining an awareness of arising community needs

## RESEARCH, ANALYSIS & DISCERNMENT

- Identify our collective concern or action
- We research the issue, using our Pillars of Organizing principals, we discern- does the issue:
  - ❖ Have a chance at being *Won*
  - ❖ Strengthen the Alliance
  - ❖ Strengthen Partner Organizations
  - ❖ Build individual Leaders
  - ❖ Change the landscape of Power
- We develop a strategy for the action, including analysis of those that have the power to oppose our action
- Delegate Assembly confirms Action

## ACTION

- Our Research Action Teams manages the campaign, with oversight by the Strategy Team.
- All teams are made up of member organization's representatives
- Partners agree to work on the campaign

## EVALUATE

- We follow up every action with an evaluation of our work and celebration of our successes
- Ensuring our continued growth and development as a sustainable organization we implement what we learn

**ORGANIZING CYCLE IS RENEWED EACH YEAR**

# PILLARS OF EFFECTIVE ORGANIZING

WINS ON AN ISSUE

STRENGTHENS THE  
ALLIANCE (ENGAGEMENT  
AND VISIBILITY)

STRENGTHENS PARTNER  
ORGANIZATIONS

BUILDS NEW INDIVIDUAL  
LEADERS

CHANGES THE LANDSCAPE  
OF POWER

**Our teams  
keep us  
focused...**

**CORE TEAMS-** Individual members from partner organizations. Chosen by their organizations.

**STRATEGY TEAM-** Confirmed by Delegates, serves continuously through out year. Leaders that represent the Alliance.

**RESEARCH ACTION TEAM-** Develops and runs campaigns with confirmation of the Delegates. Oversight by Strategy Team.

**BOARD OF DIRECTORS-** Chosen and Confirmed by Delegates. Responsible for managing legal, personnel and financial accountability of the organization

# CORE TEAMS

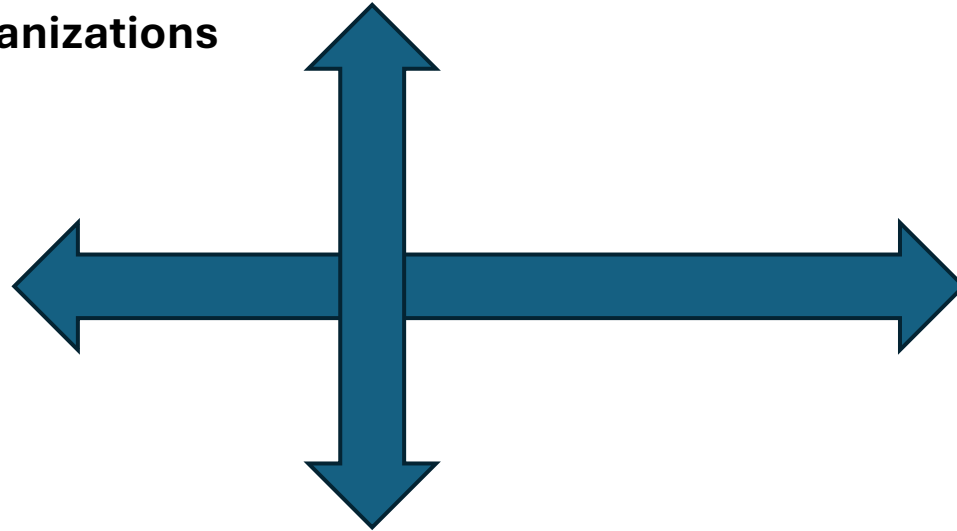
- **Conduct Listening / Solidarity Sessions to:**
  - **Build Relationships Among Members**
  - **Reflect on their Values & Mission**
  - **Identify Pressures / Potential Issues**
  - **Identify New Leaders**
- **Organize Briefings on Issue Proposals**
- **Facilitate Participation in the Alliance**
- **Recruit Delegates**
- **Connect with Research Action Teams**
- **Mobilize for Campaigns**
- **Conducts 1:1 within their organizations and the community**



Member Organization



Our Core Teams are individuals from each of our Alliance's Member Organizations



BTR: Alliance


## CORE TEAMS

Teams come from each of the Alliance's member organizations, as many individuals as possible.

Core Teams are responsible for engaging their own members in carrying out the mission of their organization within the Alliance. In a way that is Relational, Reflective / Learning, and Action-Oriented, they represent the Alliance to their organization and to the community.

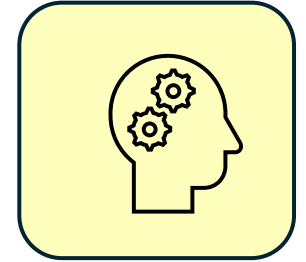
# STRATEGY TEAM

## STRATEGY TEAM

- **Mix of leaders in membership, commissioned by delegates**
  - **Responsible for the operations of the organization between the delegate assemblies.**
  - **Big picture strategic planning and thinking on the needs of the Alliance**
  - **Oversite & coordination of issue campaigns and training events**
  - **Cultivates key long-term political and ally relationships**
  - **Informs and engages the leaders of membership organizations not on the strategy team to ensure there is equal representation**
  - **Works with board on budget concerns**
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# STRATEGY TEAM

Commissioned by Delegates, works on big picture strategy for the alliance. May use teams to address organizational needs in absence of Organizer



COMMUNICATIONS

ORGANIZATION

TRAINING

MEMBERSHIP

FISCAL  
STRATEGY

RESEARCH  
ACTION TEAMS

# RESEARCH ACTION TEAMS

- **Appointed by Strategy Team or Board**
- **Research Action Teams, through a process of research, review, discernment proposes issue campaigns to be approved by delegates assembly**
- **They chose campaign issues with considerations to whether the issue can:**
  - **Have a chance of being *Won***
  - **Strengthen the *Alliance***
  - **Strengthen Partner Organizations**
  - **Build individual Leaders**
  - **Change the landscape of Power**
- **Leads approved campaigns under the oversight of the Strategy Team**
- **Co-chairs 2 or more (for continuity)**

# Research Action Teams

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- **Through process of research, analysis and discernment researches potential campaign issues, designs campaigns approved by delegates. Overseen by Strategy Team. Follows the Pillars of Effective Organizing.**



# DELEGATES ASSEMBLY

**Delegates Assembly is the ultimate decision-making body, made up of “delegates” representing the body of member organizations that constitute the Alliance.**

## **DELEGATES ASSEMBLY WILL:**

### **• VOTE TO APPROVE:**

- Major campaigns, Actions and Action Teams
- Annual budget
- Hire the Senior or Lead Organizer

### **• MAKE COMMITMENTS TO:**

- Participate in campaigns / engage members of their organization in action
- Build capacity / surface new leaders / engage in training
- Secure a strong dues base from the collective of member organizations

### **• COMMISSION STRATEGY TEAM**

### **• ELECT THE ADMIN TEAM (BOARD)**

### **• MEET 3-4 TIMES PER YEAR AND AS NEEDED**



# BTR:ALLIANCE DELEGATE ASSEMBLY

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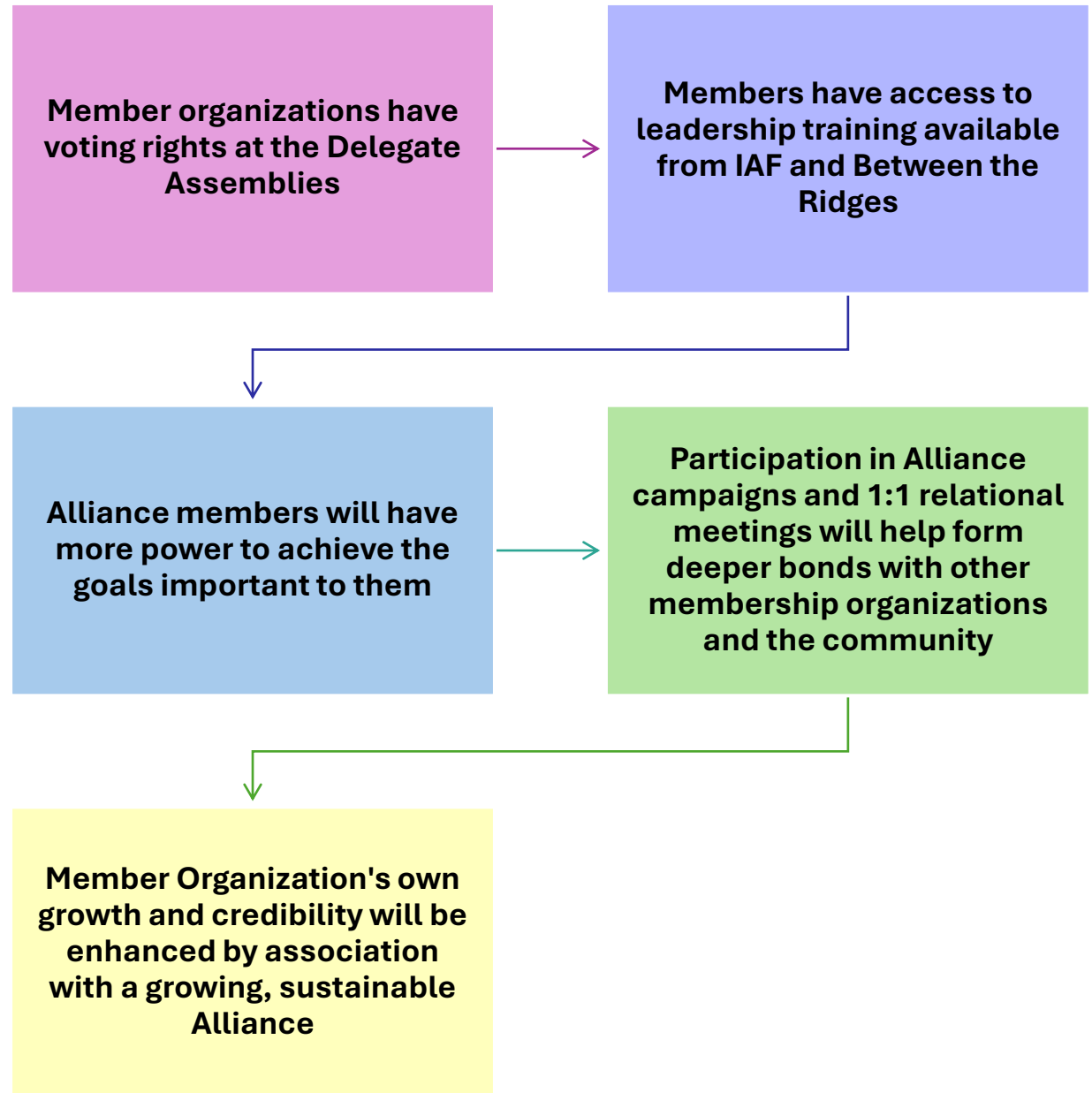
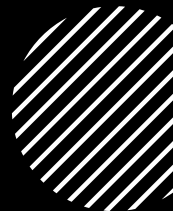
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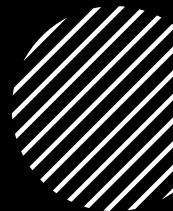


# Benefits of Membership





# Requirements and Responsibilities of Membership



**Acceptance of Vision, Mission and Values of Between the Ridges: Alliance for the Common Good**



**Commit to working on the identified priorities and goals of the Alliance as determined by the Delegate Assembly**



**Participate in the Annual Organizing Cycle, Teams, 1:1 Relational meetings, Campaigns, Fundraisers**



**Designate one representative for the Delegate Assemblies**



**Send organizations personnel and membership to leadership training opportunities provided by the Alliance and IAF**



**Pay dues according to the adopted dues structure for the Alliance**



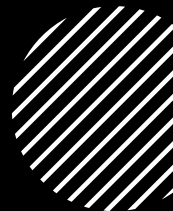
**Publicly identify as a member of the Between the Ridges: Alliance for the Common Good**

# RECOMMENDATIONS



## **STRUCTURE COMMITTEE RECOMMENDATIONS FOR:**

# **STRATEGY TEAM**



### **IMMEDIATELY ORGANIZE A STRATEGY TEAM**

- Members should have had IAF training or be planning on attending IAF training
- Representative and reflective of Alliance groups
- Members should have ability to commit to the rest of 2026. Meeting as needed
- Experience or skill in Strategic Planning, Budgeting, Fundraising, Organizing
- Not more than 5 members

### **STRATEGY TEAM SHOULD IMMEDIATELY DEVELOP THE FOLLOWING:**

- Fundraising and Fiscal Strategy for a sustainable Alliance, including timelines and proposed BUDGET
- Training Strategy for membership including timelines
- Membership recruitment strategy utilizing the Core Groups and Leadership of the membership
- Strategy for handling Alliance communications (website, emails, event calendar)
- A plan to transition “Friday Meetings” to include Training and Information sessions on IAF, current Alliance issues, and other leadership development activities.

### **STRATEGY TEAM WORKS IN PLACE OF AN ORGANIZER BUT CONTINUES TO WORK TOWARDS THE GOAL OF HIRING AN ORGANIZER**

- It is recommended that a Founding Event should not be planned until we have secured membership increases, determined a fiscal plan that supports the sustainability of the organization and are ready to implement our membership dues structure.

# STRUCTURE COMMITTEE RECOMMENDATIONS FOR: BUDGET

Strategy Team should work with the Board to develop a budget document that reflects the realities of the BTR:Alliance at this time

Priority for spending should include paying for resources we use currently- Meeting space, Fiscal Mngt, etc., Supplies (after accounting of current inventory)

Priority for 2026 should be to invest at least 20% of current reserves into Training and Fundraising

Explore internships and volunteer opportunities for completing work needed; Explore Jesuit volunteer opportunity in future when reserves are sufficient

Pause hiring an Organizer until 2027 or until it is determined we have sufficient reserves to do so

Pause creating a Founding Event until 2027 or until it is determined we have sufficient reserves and membership development

Immediately identify those in the BTR:Alliance with Grant Writing experience. Develop a team of Grant writers that will assist Strategy Team with grant writing

Consider a Fundraising "Activity" Event this year for the Community (Bake Sale, Harvest Carnival, Clean-up Campaign, Concert, etc.)



## **STRUCTURE COMMITTEE RECOMMENDATIONS FOR:**

# **MEMBERSHIP**



**Strategy Team should develop a plan for consistent and frequent recruitment of new members and strengthening our relations with all members. This needs to include:**

- **Identifying Alliance members who will be willing to complete the training and the work of developing relationships in the community**
- **Offer Training and guidance on conducting 1:1 meetings; including agreeing on what questions should be asked, who we need to have 1:1 with, and how many and how regularly we do these meetings**
- **A plan for maintaining current partners, develop a strategy for connecting with them in 1:1 meetings, to answer questions, discern their concerns, and to encourage participation in actions, team work and training**

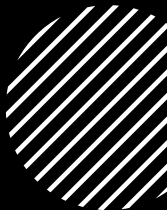
### **Membership Dues and Commitments**

- **Strategy Team to develop Dues Structure proposal for membership**
- **Consider starting member commitment and membership dues in January 2027**
- **Strategy Team set goals for 2026 and beyond, for training opportunities for the membership**
- **Recommend considering the needs of all members and their ability to pay and create strategies to accommodate their needs**



**STRUCTURE  
COMMITTEE  
RECOMMENDATIONS  
FOR:**

**HIRING AN  
ORGANIZER**



It is recommended that the work of an Organizer be managed by the Strategy Team until we determine our reserves are sufficient to afford personnel

Before consider hiring anyone, Strategy Team should develop a plan for how an Organizer will help the Alliance. Including a customized job description for our Alliance's unique needs

Strategy Team needs to develop an on-boarding plan for timing, and need for hiring an Organizer with respect to budgetary priorities and concerns

When we are ready for an Organizer, we can consider using Jesuit Volunteers and/or Internship opportunities with the requirement that candidate complete IAF training in timely manner. Prioritizing local talent.

# About Internships...

## **BENEFITS OF STARTING WITH AN INTERNSHIP MODEL**

For an organization like **Between the Ridges**, rooted in relationship-building, leadership development, and community collaboration. Starting with interns rather than hiring a full-time organizer can offer both practical and mission-driven advantages. Instead of locking into a single full-time position prematurely, an intern-based model allows the organization to experiment. It could help answer questions like: What kind of organizing work is most effective? Where is the greatest need? Over time, this may lead to a clearer, more sustainable job description.

First, there's the reality of limited resources. Emerging nonprofits, like **BTR**, often operate with modest budgets and fluctuating funding streams. Bringing on interns, whether part-time, seasonal, or grant-supported, allows the organization to expand capacity without committing to a long-term salary before the funding base is stable.

**Between the Ridges** emphasizes developing leadership and empowering people most impacted by community issues. Internships naturally fit into that model. They create an entry point for emerging leaders, like students, community members, or early-career organizers, to gain hands-on experience.

**BTR** interns would not just be part time helpers, instead they would be able to participate in the organization's core mission of cultivating leadership. By investing in people early, **Between the Ridges** can identify individuals who are already aligned with the mission and values. When the organization is ready to hire a full-time organizer, they may be able to promote someone who already understands the community, the partnerships, and the vision.

In short, working with interns first can be a deliberate strategy. It supports financial sustainability, advances leadership development, strengthens community connection, and allows for thoughtful growth.