



Western Regional Advocacy Project

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Organizational Structure

Mission

Western Regional Advocacy Project exists to expose and eliminate the root causes of civil and human rights abuses of people experiencing poverty and homelessness in our communities.

Goals

- To unite local social justice organizations and build a movement that is inclusive and shares power with all members of the community.
- To hold the federal government responsible and accountable for the restoration of affordable housing funding and the protection of poor and homeless people's rights.
- To develop with the community effective and socially just solutions to all barriers that prevent the ending of homelessness.
- To ensure the policies and priorities of local, state, and federal governments are grounded in the common truths of a majority of poor and homeless people.

Guiding Principles

- To create a national advocacy agenda rooted in the experiences of homeless people and front line staff in our communities.
- To collect input regarding our communities' most pressing issues and priorities through a consistent, coherent outreach effort.
- That each member organization is part of the staffing of WRAP; therefore WRAP is responsible for providing funding, tools and training to its staff, and staff is responsible for providing follow-up and accountability to WRAP.
- To minimize additional work for our member organizations by providing the resources, training, and direction/follow-up for WRAP outreach staff.
- To be accountable to our member organizations.
- To require a 75% membership agreement regarding any decision creating conflict within the organization.
- To operate and act with non-violence and mutual respect, and to promote the spiritual, economic and educational benefits of a society that chooses to live in peace — in our work, direct actions, and public education materials.

Diversity and Anti-oppression Policy

WRAP is part of a movement committed to defend and expand the social, political, and economic rights of historically oppressed communities. We are building a democratic, multi-lingual, multi-racial and gender-balanced organization whose leadership and membership reflect our

communities.

Board of Directors and Executive Committee

The Board of Directors is responsible for finances, development, organizational adherence to bylaws and legal compliance. The Executive Committee is responsible for staff supervision. Every Core Member has a seat on the Board of Directors and the right to leave it vacant or to fill it when they are able/ready. Directors from Core Members must *always* make up the majority of the board.

The Board will also recruit additional members who are committed to our mission, goals, principles, the grassroots leadership and base-building activities of Core Members, and fulfill an identified skill or need.

Core Members

The power to decide WRAP campaigns, positions, messaging and organizational work plans rests with Core Members. Core members are required to actively participate in at least one work group (housing, civil rights, fundraising, media and action), pay membership dues (see below), adhere to Core Member criteria (see below), and participate in two face-to-face retreats where work group plans are set, reviewed, and updated.

Core Member Criteria

Core Members commit to three things:

- 1) Engaging in community organizing among homeless and formerly homeless people, and/or people at risk of homelessness.
- 2) Engaging in community-based leadership development and empowerment work.
- 3) Developing policy and program priorities based on feedback from outreach to the local homeless community and frontline staff.

Core Member Dues

In 2008, members decided to pay dues. Because Core Members have widely different levels of resources, there is a sliding scale based on organizational budget.

Organizational Budget	Minimum Dues
Under \$100,000	\$100 or more
\$100,000-250,000	\$500 or more
\$250,000-\$500,000	\$1,000 or more
Over \$500,000	\$2,000-\$10,000 or more

Becoming a Core Member

Groups wishing to become a Core Member can meet with Staff and a Board Member to review expectations and evaluate capacity. If the Staff and Board Member agree that the group is ready, they will recommend the group become a Core Member. Existing Core Members will vote on

recommendation at retreats or conference calls.

Allied Members

WRAP is developing a powerful base of allied organizations and individuals to force the federal government to respond to our priorities. Allied members must join a work group and be committed to WRAP's mission, goals and principles. Allied members are expected to contribute dues when feasible.

Becoming an Allied Member

Groups and individuals committed to WRAP's mission, goals and principles can be invited to become an Allied Member by any Core Member or Staff.

Accountability System

A system of accountability allows us to reflect on the process behind achieving our goals, the results of our collective work, and next steps for the organization. Accountability check-ins will be built into every work group, Core member, and Board of Directors agenda.

a) Face-to-face Core Member retreats will be held twice a year. Core Members are the primary decision makers on inviting new Core Members and initiating organizational, campaign, and direct action work plans. Core members must maintain active participation in work groups.

b) Board of Directors will meet every other month, or as needed. Meeting agendas and minutes will be distributed to Core Members. The Board is the primary decision maker on fiscal, development, legal and staff supervision.

c) Staff will facilitate monthly work group meetings out of the main office via conference call. Work groups will develop and implement WRAP campaigns.

Organizational Flow Chart

