



LEADERSHIP MANUAL



January 2022

Dear J Street Leader,

I am so grateful to you for taking on a leadership role at J Street, where we have built a political home for pro-Israel, pro-peace Americans who share a set of Jewish and democratic values, a belief in American foreign policy rooted in diplomacy, and a commitment to peacefully resolving the Israeli-Palestinian conflict and promoting social justice.

Recent years have not been easy ones. With far-right movements growing in power both in Israel and here at home, American and Israeli politics often have been driven by voices with which we deeply disagree, doing tremendous damage and even targeting democracy itself.

Yet thanks in part to our movement's own mobilization, we've also struck powerful blows against the right and helped to elect leaders who share our core values. In this new decade, J Street is emerging clearly as a powerful voice representing the majority views not just of Jewish-Americans but of all Americans who care about Israel, the Palestinian people and peace and security in the Middle East. We're pushing for bolder and more effective leadership to achieve a better future for both peoples, to end the injustice of occupation, and secure democracy against the many threats it faces both at home and abroad.

The Leadership Manual is intended to be a resource to you on your leadership journey with J Street — whether you are a member of the Finance Committee, a veteran board member or a new chapter leader. Whatever your position, we want your time with J Street to be fulfilling and gratifying. We cannot do our work without you. We hope this manual provides you with a clear sense of purpose, as well as an understanding of your role in the movement and in ensuring J Street's long-term success.

We also hope that your experience in J Street leadership will encourage you to recruit your friends, your colleagues or your family members to join our movement. J Street's staff can only do so much. We need the strong and vital partnership of our movement's lay leaders in order to truly fight for the values of our community, and to achieve our goal of fundamentally changing the political and communal dynamics around American foreign policy and the Israeli-Palestinian conflict.

Thank you for all that you do to help us bring about this transformational change. I look forward to continuing to work with you in meaningful partnership.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeremy Ben-Ami', with a stylized flourish at the end.

Jeremy Ben-Ami
PRESIDENT, J STREET

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PART I

Mission, Principles, Strategy and Goals

Our Mission



J Street organizes pro-Israel, pro-peace Americans to promote US policies that embody our deeply held Jewish and democratic values and that help secure the state of Israel as a democratic homeland for the Jewish people. We believe that only a negotiated resolution agreed to by Israelis and Palestinians can meet the legitimate needs and national aspirations of both peoples.

Working in the American political system, in the Jewish community and with others with whom we share core values, we advocate for diplomacy-first American leadership and policies that advance justice, equality, peace and democracy in Israel, in the wider region and in the United States as well.

Principles

- We are committed to and support the people and the state of Israel.
- The future of both Israelis and Palestinians depends on achieving a two-state solution to their conflict and an end to the ongoing occupation.
- Israel's American supporters have the right and the responsibility to speak out when policies or actions of the Israeli government harm the long-term interests of the United States, Israel and the Jewish people.
- Vibrant but respectful debate about Israel benefits the American Jewish community and Israel.
- Our work is grounded in the Jewish and democratic values on which we were raised.



Organizational Goals

Our goal is to establish J Street and its views on Israel and the Middle East as mainstream and representative of broadly-held sentiment at the center of the American Jewish community. Specifically, being pro-Israel should be widely understood to mean that Israel's long-term security and survival and its Jewish and democratic character depend on achieving peace with the Palestinians. There should be no question, either in Washington, DC or in the Jewish community, that a majority of Jewish Americans hold this view.

POLITICAL GOALS

J Street aims to ensure that American elected officials have the political space, support and encouragement they need to pursue pro-Israel, pro-peace, diplomacy-first policies. We work to demonstrate that our goals and values are popular among the American Jewish community and the general public, and to help elect congressional and presidential candidates who are aligned with our mission. Accomplishing this entails achieving the following three goals:

1. Work to mobilize political support for policies, ideologies and messages that align with J Street's mission and principles, and to mobilize opposition to those which run counter to our mission — whether they come from the White House, Congress or beyond.
2. Aim to help elect and support a US president and Congressional majorities that will champion a pro-Israel, pro-peace policy agenda.
3. Ensure that the US President and Administration feel both the impetus and the political space to exercise the bold leadership and enact the clear policies necessary to effectively push back against the occupation and achieve a peaceful two-state solution to the Israeli-Palestinian conflict.



JEWISH COMMUNAL GOALS

J Street aims to transform and improve the Jewish communal dynamics on Israel.

Accomplishing this entails achieving four big-picture goals related to the American Jewish communal approach to Israel, the Israeli-Palestinian conflict and the US role in the Middle East.

1. Encourage and press more leaders and institutions of the organized Jewish community to speak about Israel issues (and other issues of concern to the J Street community) with a pro-Israel, pro-peace voice.
2. Ensure that Jewish communal institutions provide space for nuanced, honest and inclusive discussion and debate about Israel.
3. Establish J Street as an important voice and resource in the Jewish community in the Israel conversation.
4. Develop the next generation of pro-Israel, pro-peace activists.



PART II

J Street Organizational Structure

Corporate/Legal Structure

J Street is comprised up of three legal entities:

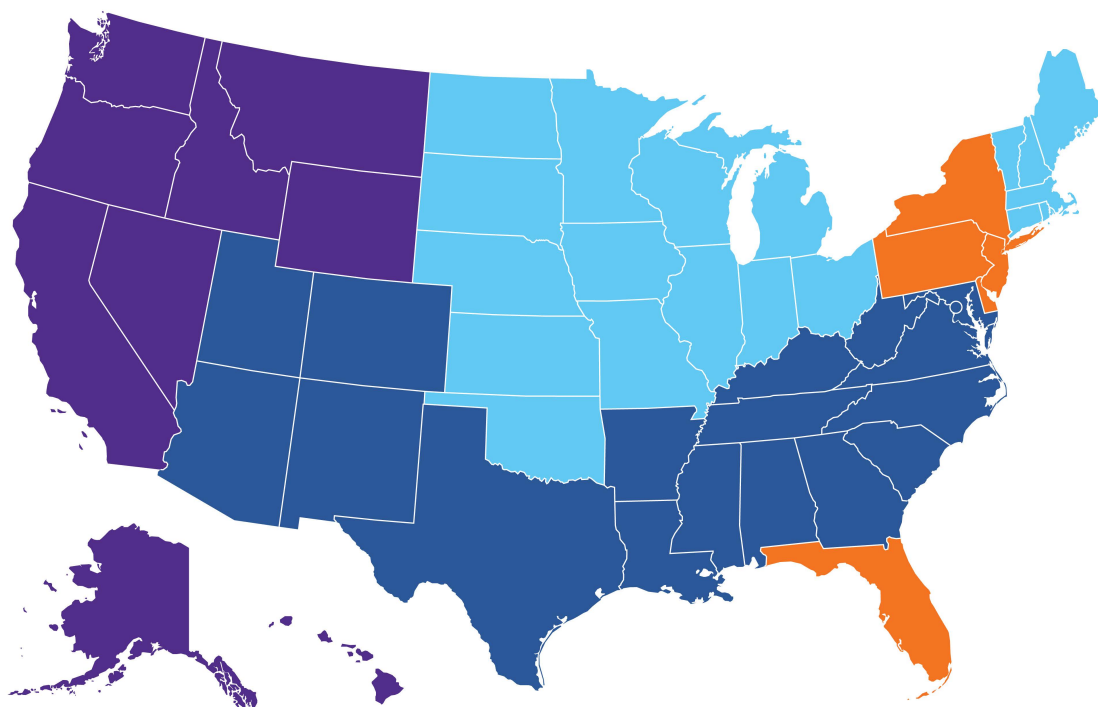
J Street — a 501(c)(4) organization that lobbies and engages in some political activity, including serving as the administrative arm for our political action committee, JStreetPAC.

J Street Education Fund — a 501(c)(3) organization that engages in educational and organizing activities in communities across the country, on campuses, in synagogues and in Israel itself.

JStreetPAC — a federally-registered political action committee that endorses and distributes funds to federal candidates. It is a membership PAC, which means that it raises money from members and not from the general public. For more on JStreetPAC, see Appendix D.

Engagement Team Map

The Engagement team is the team that engages our supporters across the country. We've divided the country into four teams, each managed by a group of staff from their geographical area.



Team I

CT, IA, IL, IN, KS, MA,
ME, MI, MN, MO, ND,
NE, NH, OH, OK, RI,
SD, VT, WI



Team II

DE, FL, NJ, NY, PA



Team III

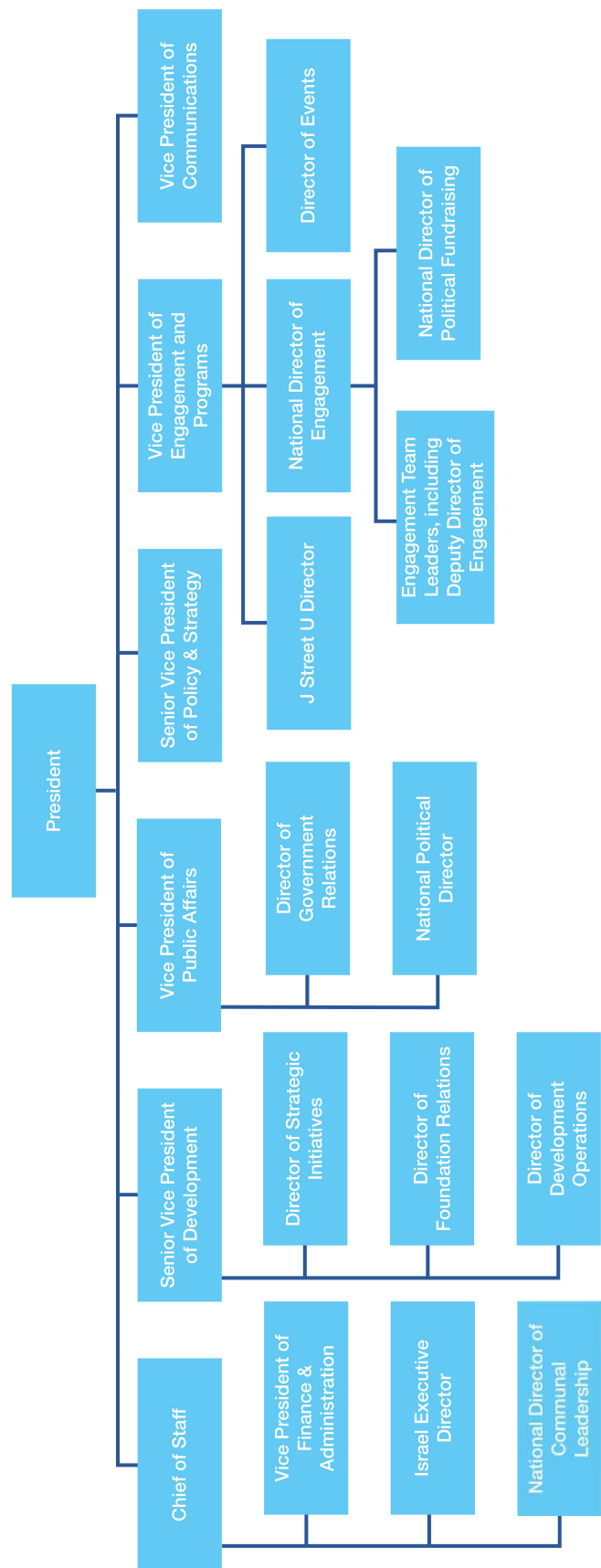
AK, CA, HI, ID, MT, NV,
OR, WA, WY



Team IV

AL, AR, AZ, CO, DC, GA,
KY, LA, MD, MS, NC, NM,
SC, TN, TX, UT, VA, WV

Jst Street LEADERSHIP CHART



Updated 1/13/21



PART III

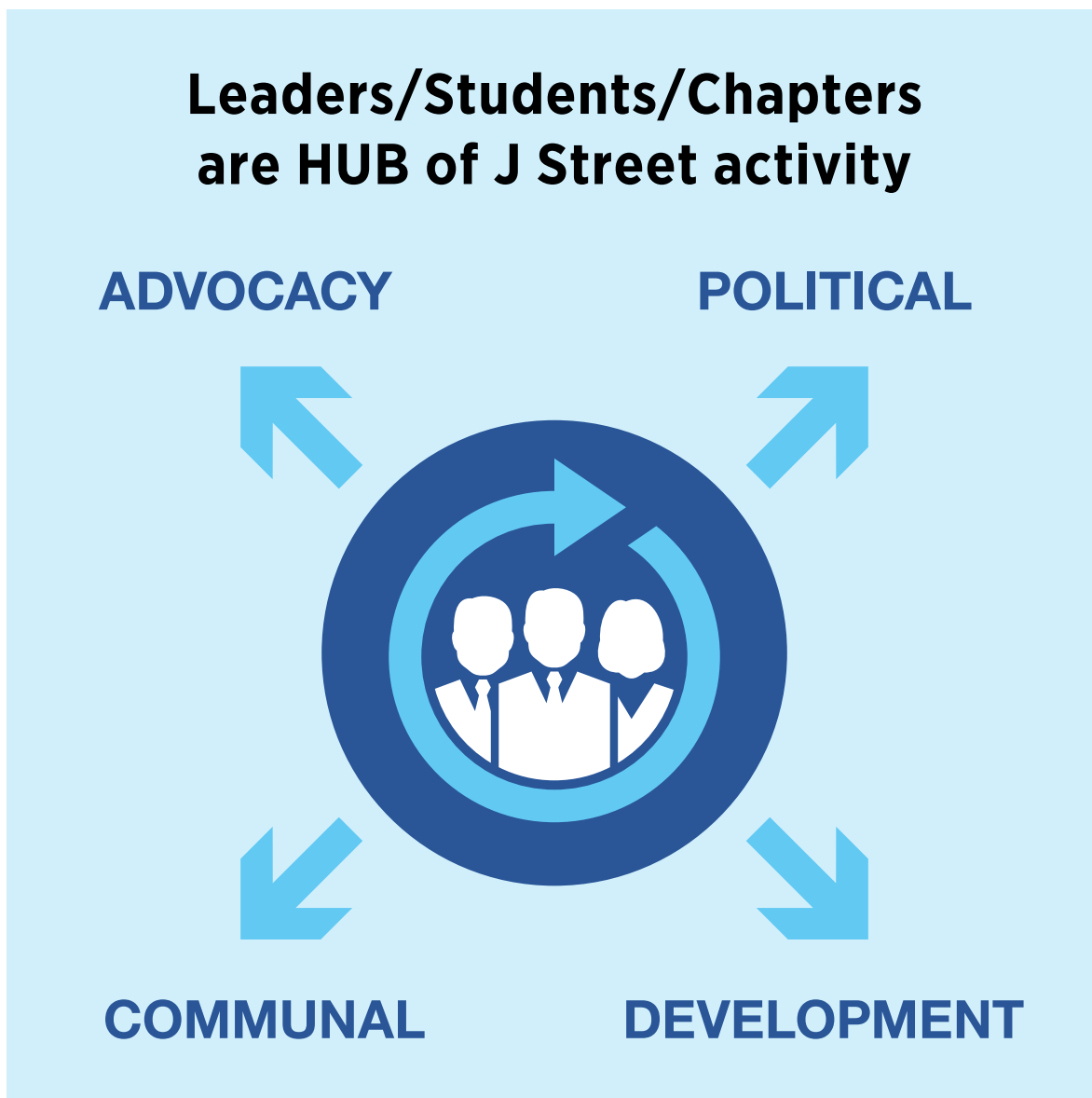
*Leadership Structure and How Leaders
Advance Our Work*

The Hub and Spoke Model

We've described J Street's mission, principles (pg. 4) and goals (pg. 5) as well as its basic structures (pgs. 7–9).

But what exactly can you do as a leader to advance J Street's mission, strategy and goals?

You, and the other leaders working with you, are the “hub” of J Street activity in your area and nationally. The “hub” advances our work on four “spokes:”



Chapters

The leaders who work to represent and grow our movement in their communities are our most vital asset. Our most successful tools to bring our leaders together are J Street's chapters across the country. Chapters are the most formal organized structure — they each have a chair (or co-chairs) and an executive committee that lead activities in a city, metropolitan area or state.

Chapter chairs lead their local executive committee, serve as J Street's public representatives locally and oversee development and implementation of chapter strategy in partnership with the engagement staff and other leaders.

DIFFERENCES ACROSS CHAPTERS

J Street does not have a one-size-fits-all approach to local organizing. Individual chapters are encouraged to design roles that meet leaders' interests and specific chapter needs and priorities. (For instance, one chapter has created a "Welcoming Committee" to host events for political candidates from other parts of the country passing through their city. We encourage chapter leaders to share new and creative ideas with their peers through the Regional Advisory Council and other peer-to-peer communication channels.

The Four Spokes

ADVOCACY

A successful chapter will have an advocacy strategy relating to each representative in their area. This strategy will be mapped in coordination with engagement staff and the lobbyists in the Government Affairs office in Washington.

J Street aims to establish lobbying and advocacy structures in as many states and congressional districts as possible. We call this advocacy network the J Street Political Advocacy Network (JSPAN). The JSPAN consists of leaders and activists who play formal roles in our advocacy and lobbying work. (For a better understanding of HOW we approach our advocacy work see Appendix H).

The next sections will expand upon the JNET and the District Advocacy Coordinator (DAC), which play key roles in advancing our advocacy goals. (You can find more expansive role descriptions in Appendix B).

JNET

J Street aims to identify supporters who hold, or are well-positioned to develop, strong personal relationships with members of the House and Senate. These supporters are ideally placed to conduct personal outreach and advocate for J Street's policy positions and advance our legislative priorities. We refer to a J Street supporter with a congressional connection as that congressional member's JNET.

A JNET generally has a deep pre-existing personal relationship with a member of Congress (or is in a position to develop one), which enables them to contact that member personally and urge them to support a legislative priority or take other action. The JNET may invite the member of Congress to attend special events (the J Street National Conference, Gala, etc.) and generally should plan to meet with the member four times a year (twice in-district and twice in Washington, DC on advocacy days). JNETs are also available to members who have questions about or want input on J Street's policies.

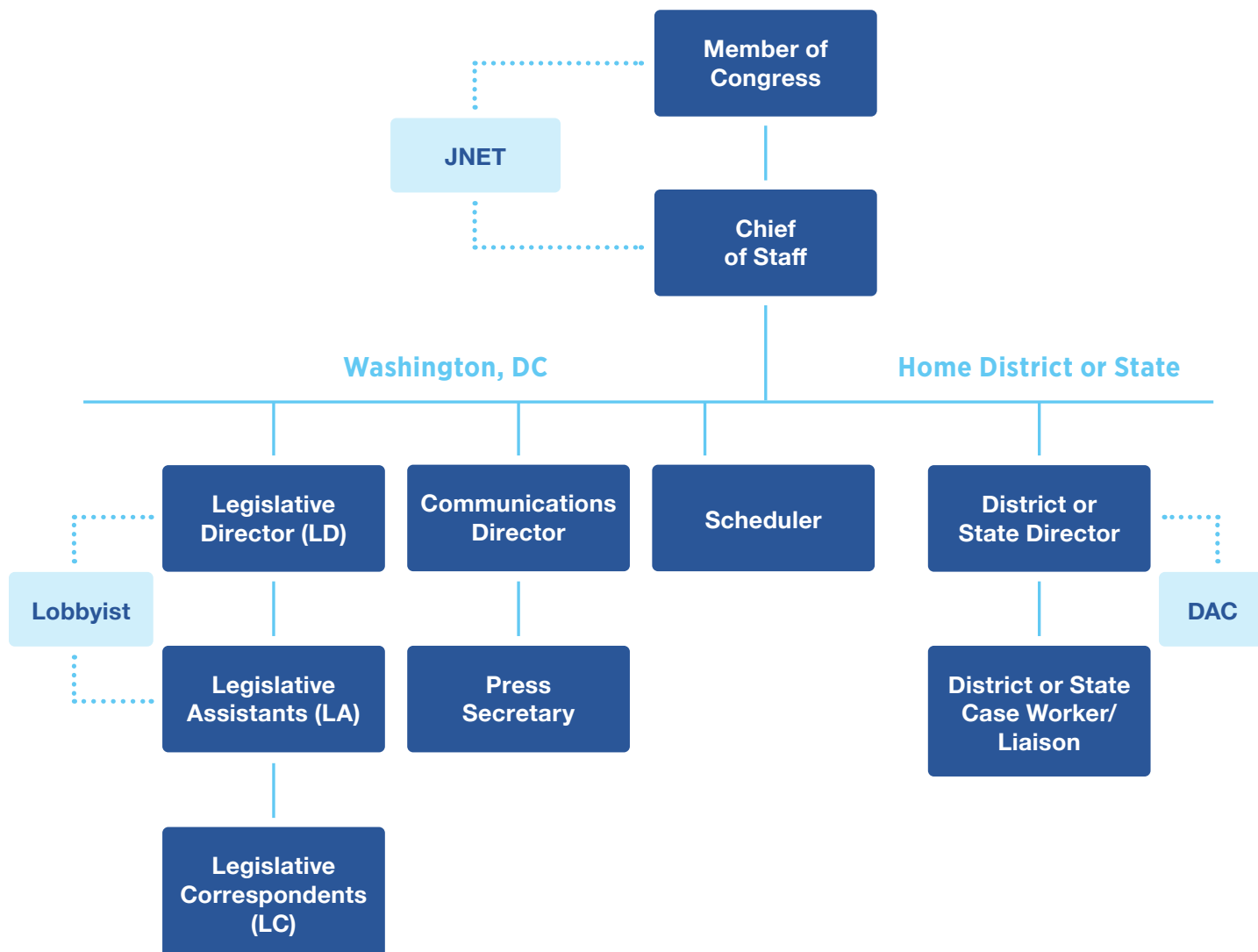
DISTRICT ADVOCACY COORDINATOR (DAC)

The District Advocacy Coordinator (DAC) is responsible for developing and deepening J Street's local relationship with a member of Congress and ensuring that the member knows their J Street constituents and hears J Street's positions on key legislative priorities.

DACs focus their efforts primarily on the district office(s) of the member, in partnership with J Street staff in Washington who develop and nurture relationships with DC-based congressional staffers.

DACs act like air traffic controllers for J Street's local relationships with a member of Congress or senator. DACs should be aware of J Street's relationships and assets in the district and should bear responsibility for activating those assets when J Street has a legislative priority in Congress, in concert with J Street staff. This can include setting up in-district meetings with congressional staff or the members themselves, organizing and activating phone trees and staying in touch with District Directors or other relevant district staff.

CONGRESSIONAL OFFICE STRUCTURE



POLITICAL

A successful chapter will have a political operation that maps all federal office elections each cycle, identifying likely open seats, competitive races and candidates for possible endorsement by the PAC. For J Street-endorsed candidates, the political operation should focus on fundraising each cycle to demonstrate ongoing support for the candidates' positions on our issues.

FINANCE COMMITTEE

J Street's Finance Committee (FC) is the primary leadership body engaged in J Street's electoral work through the PAC. Members of the FC are at the vanguard of our political operation and the

core leadership body helping us advance our work in the political spoke. They are ambassadors for J Street at national political functions. FC members convene monthly with J Street staff and PAC Board leadership to discuss PAC endorsements, political strategy and policy updates.

FC members make a minimum commitment of \$10,000 annually — at least \$5,000 to support J Street operations and \$5,000 (or \$10,000 across the two-year political cycle) in contributions to or through the PAC to support PAC-endorsed candidates.

REGIONAL FINANCE COMMITTEE

The Regional Finance Committee is our newest leadership level. Regional Finance Committee members are deeply engaged in JStreetPAC's work in their geographical area, participating in interviews with local prospective endorsees and quarterly briefing calls devoted to political strategy and policy updates. Like the Finance Committee, Regional Finance Committee members play a key role in advancing our work in the political spoke.

Regional Finance Committee members make a minimum annual commitment of \$3,600 — at least \$1,800 to support J Street operations, and \$1,800 in contributions to or through JStreetPAC to support endorsed candidates.

COMMUNAL

A successful chapter will have a communal strategy that maps Jewish communal leadership and institutions in the area — identifying allies, opponents and those in the moveable middle. Specific relationships are established, developed and maintained with synagogues, rabbis and other influential figures in the community by designated chapter leaders.

COMMUNAL ROLES IN THE REGION

➔ **Jewish Communal Outreach** — a specific individual or committee may take responsibility for mapping out the Jewish communal leadership and institutions and for establishing and improving J Street's relationship with them.

➔ **Synagogue Liaison** — some chapters emphasize synagogue outreach, and create a special committee or name several individuals to be synagogue liaisons.

➔ **Regional Rabbinic and Cantorial Outreach** — some area chapters have their own rabbinic cabinet, while others rely on individual rabbinic outreach by enlisting a communal leader to act as a Rabbinic Whip or Outreach Chair.

➔ **Jewish Communal Influential Leader** — A J Street leader who is also an influential (AKA a *machev*) in the Jewish community.

➔ **Jewish Communal Leader** — A J Street leader who is actively working on the communal spoke (AKA a *doer*)

DEVELOPMENT

A successful chapter will have a development strategy that identifies prospective leaders and donors to help J Street hit ambitious fundraising goals. The chapter should work with the engagement team to steward and welcome new leaders and prospective donors.

DEVELOPMENT ROLES IN THE REGIONS

➔ **Development Chair or Committee** — a specific individual or committee of supporters who take responsibility for developing a local fundraising strategy.

OTHER ROLES

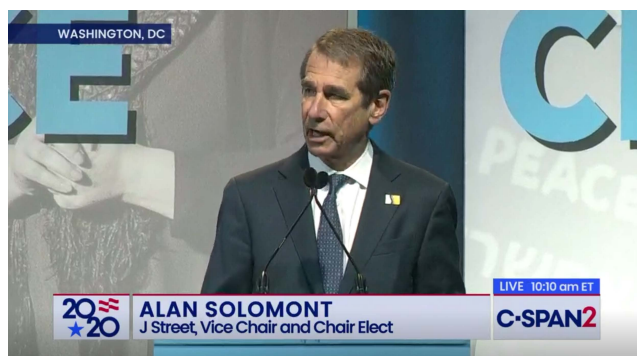
J Street chapters can include a variety of other roles for local leaders and activists, including but not limited to:

➔ **New Member Outreach** — some chapters have created a network of outreach for welcoming new members to J Street

➔ **Programming Chair or Committee** — some chapters designate a person responsible for coordinating educational opportunities for local leadership. More information about the role of programming in our work is included in Appendix D. For an overview of our online programming, please see Appendix E.

➔ **Media Outreach** — some chapters have tasked leaders with managing or engaging with local media (examples: writing letters to the editor and op-eds, blogging and pitching stories).

National Leadership Bodies



BOARDS OF DIRECTORS

J Street's Board of Directors sets organizational policy and oversees operations. The Board of Directors includes a chairperson and an Executive Committee, along with other named officers.

JStreetPAC is governed by the J Street Board's eight-member political committee. The committee serves as the PAC's board of directors, making all endorsement and funding decisions.

REGIONAL ADVISORY COMMITTEE (RAC)

The Regional Advisory Committee (RAC) enables regular communication between J Street leaders across the country, national staff, and the Board of Directors.

The RAC consists of one representative from each J Street chapter. The RAC provides input and advice to J Street's Board of Directors and senior staff — on behalf of J Street's leaders and activists — on the policies, strategy, tactics and operations of the organization. It is also a forum for local leadership to share ideas, best practices and strategy.



Other Opportunities for Engagement

SWOT TEAM

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Team is a group of veteran leaders who act as mentors to new members of our movement. The SWOT Team was originally created as a mentorship network between well-established chapters and newer chapters in need of support. The Team's main purpose is to provide support to leaders in newer chapters, increase the sense of connection among national leaders and serve as a resource for strategic guidance.

THE RABBINIC & CANTORIAL CABINET

The Rabbinic & Cantorial Cabinet is a group of over 1,000 rabbis, cantors and rabbinic and cantorial students who publicly advance J Street's pro-Israel, pro-peace positions.

Clergy play a critical role in our movement. They are powerful ambassadors who have significant influence with members of Congress, Jewish communal leaders and American Jewry. Rabbis and cantors have the ability to reach large numbers of Jews from the pulpit, in classrooms and through publications and blogs.

Part III: Leadership Structure and How Leaders Advance Our Work

Clergy affiliate with the Cabinet by agreeing to the following principles:

1. Commitment to and support for the people and the state of Israel.
2. The future of Israel depends on achieving a two-state resolution to the conflict with the Palestinian people.
3. Israel's supporters have not only the right but the obligation to speak out when we think the policies or actions of the Israeli government are hurting Israel's and the Jewish people's long-term interests.
4. A vibrant but respectful debate about Israel benefits the American Jewish community and Israel.
5. Our work is grounded in the values on which we were raised.

The Cabinet is led by four co-chairs, who are advised by an executive council. The co-chairs meet twice a month and provide input on a variety of communal and policy issues. Several communities — including Boston, Philadelphia and San Francisco — have local rabbinic & cantorial cabinets, while other communities have Executive Committee members who partner on clergy organizing. You can find the names of Clergy affiliated with our Cabinet listed on our website.



J STREET U

J Street U is the student organizing arm of J Street and the home for pro-Israel, pro-peace advocacy on campus, with student leaders on approximately 65 campuses nationwide. Much like leadership across the country comes together in chapters to drive J Street's work in their communities, J Street U leadership comes together in chapters to drive our work on their campuses. J Street U has a rigorous focus on training, based on a traditional community organizing model, and top student leaders travel off-campus for training workshops several times a year.

In recent years, working closely with J Street staff and lay leadership, J Street U has expanded its influence to play a pivotal role in our advocacy work in Congress, our political work across elections, and in the wider American Jewish community too, in order to have a broader impact on J Street's mission. The students engage with national politics and create their own annual campaigns that push for large-scale national impact and help to grow the pro-Israel, pro-peace movement.

THE J STREET U NATIONAL STUDENT BOARD

The J Street U National Student Board is the governing body of J Street U. It comprises one president and six regional vice presidents, who are elected at the beginning of each school year by the broader student movement. The student board works closely with J Street staff and student leadership to drive the strategy, messaging and campaigns of J Street U. Each VP works with their respective J Street U campus organizer, regional leadership and other students and staff on strategy and leadership development in their region. The student board representatives also serve as the public face of J Street U, speaking at events, penning op-eds and leading



Five Things Every Leader Can Do

While leaders at J Street take on a variety of national and regional roles, we hope every leader can — at minimum — commit to doing the following five things:

- 1. Contribute.** We ask every leader in J Street to make a meaningful financial contribution to support the organization's work. Not every leader in this organization can contribute at National Leadership Circle levels (\$1,800 and up). However, everyone can contribute something, and we aim for 100 percent participation from all those playing an active role in our work during our annual fundraising campaign. A description of the National Leadership giving levels can be found in Appendix D.
- 2. Join us in DC twice a year.** We ask all leaders to, if at all feasible, join us twice a year in Washington, DC for national events (Conferences, Leadership Summits, etc.) and advocacy days. It is critical to our mission that our elected representatives know that we care enough to show up. Being seen and heard in Washington on a regular basis is critical to the effectiveness of our advocacy. Leadership gatherings generally take place once in the spring and once in the fall. Financial assistance is available to help fund travel and accommodations.
- 3. Stay in regular touch.** Sign up for J Street emails, and like and follow us on social media (Facebook, Twitter and Instagram). Take action with us regularly (sign our petitions, call your representatives, attend events), share our statements and digital content and avail yourselves of other resources such as our Daily News Roundup and our Israeli Political Updates.
- 4. Help us grow our network.** Growth is absolutely central to our strategy. It will help us enormously if you can map, reach out to and cultivate your networks in looking for potential J Street supporters. Inviting your friends to our national conference, hosting a salon, or having coffee with prospective leaders are all great ways to bring someone you know into our network.
- 5. Help us build our power.** Influencing our political and communal targets is essential to our strategy. Canvas with us to elect J Street-endorsed candidates during election years. If you have a relationship with an elected official or a Jewish communal representative, or if you know someone who does, speak with your chapter leadership and engagement staff about how we can build out these relationships to move our strategy forward.



APPENDICES

Giving Levels

J STREET NATIONAL LEADERSHIP CIRCLE LEVELS

Changemakers Circle | \$250,000

Presidents Circle | \$100,000

Ambassadors Circle | \$50,000

Envoys Circle | \$25,000

Counselors Circle | \$10,000

Diplomats Circle | \$5,000

Advocates Circle | \$1,800

Our National Leadership Circle is composed of leaders who invest \$1,800 or more to help ensure J Street's growth and impact and participate in the strategic discussions that shape J Street policy.

NATIONAL LEADERSHIP CIRCLE BENEFITS INCLUDE:

- ➔ Invitation to join Annual Leadership Summit in Washington, DC
- ➔ Invitation to our National Leadership Circle Track at the J Street National Conference
- ➔ Monthly briefing calls on breaking news with J Street staff and international policy experts
- ➔ Regular contact and consultation with Regional Director of Engagement
- ➔ Special recognition in J Street's Annual Report
- ➔ Leaders who contribute \$5,000 or more will receive an invitation to join Leadership missions to Israel and the West Bank

J STREET NATIONAL POLITICAL LEADERSHIP LEVELS

NATIONAL FINANCE COMMITTEE TRUSTEE | \$250,000+

Members of the National Finance Committee who give a combined annual total of at least \$250,000 to any of J Street's entities.

National Finance Committee Trustees help to create the vital foundation from which J Street and J StreetPAC can achieve its goals, both in Washington and around the country.

NATIONAL FINANCE COMMITTEE STEWARD | \$100,000+

Members of the National Finance Committee who give a combined annual total of at least \$100,000 to any of J Street's entities.

National Finance Committee Stewards are the movers and shakers of our movement, able to both support and influence JStreetPAC's strategies nationally.

NATIONAL FINANCE COMMITTEE | \$10,000+

Includes \$5,000+ in annual operating support plus \$5,000+ in annual political support.

Finance Committee Members drive our political operation. They are deeply engaged in JStreetPAC's work, conducting interviews with congressional candidates and participating in monthly calls related to PAC endorsements, political strategy and policy updates. All Finance Committee members are invited to exclusive receptions at J Street national events.

REGIONAL FINANCE COMMITTEE | \$3,600+

Includes \$1,800+ in annual operating support plus \$1,800+ in annual political support.

Regional Finance Committee Members drive J Street's work locally. They participate in prospective endorsee interviews with local candidates and quarterly briefing calls related to J Street's political strategy and policy updates.

Tikva Society

"Tikva" means hope in Hebrew. For many Americans who care deeply about Israel's future, J Street's launch in 2008 and spectacular growth since has provided a rare beacon of hope in the challenging pursuit of peace and security in the Middle East.

J Street has grown from a basement start-up to a national force, with an important voice in the Israel debate at the White House, in Congress, on campuses, and across the Jewish community.

Since 2008, over 180,000 Jewish Americans and friends of Israel have found a home at J Street for their pro-Israel, pro-peace views. The organization fills a vacuum for those who value nuance and moderation in an often-polarized debate. We have built political and communal support to promote and demand strong American leadership to resolve the conflict.

Yet, with all our success to date, we know that achieving our goals will require a stronger voice and larger infrastructure. While J Street now has a budget of \$10 million annually, other significant institutions representing opposing views have budgets of \$100 million a year."

In order to continue growing and keep pace with these other organizations, J Street is asking its National Leadership Circle (donors of \$1,800 or more) to consider joining the **Tikva Society** by making:

- A multi-year funding commitment (3-5 years); and
- An increased commitment in each year of the pledge. Note: a 15% increase each year doubles one's support by year five.

In return, **Tikva Society** members will receive:

- Special recognition in J Street's Annual Report
- Leaders who contribute \$5,000 or more will receive an invitation to join Leadership Missions to the Middle East
- Special recognition in all J Street publications and journals, on the website and at the National Conference
- Exclusive briefings from the organization's president and other leadership on a quarterly basis
- Invitations to all J Street VIP receptions, leadership summits, and missions to Israel
- Tikva Society members at the President's Council (\$25,000) level are entitled to host a table at the National Gala and have the option to be listed as hosts of all events in their region

The District Advocacy Coordinator (DAC)

Overall: The District Advocacy Coordinator (DAC) plays the critical role of developing and deepening J Street's relationship with a member of Congress' in-district office, ensuring that the member knows who his J Street constituents are and consistently hears J Street's positions on key legislative priorities.

THE ROLE OF THE DAC

- Periodically meet with the District or State Director by phone and in person to establish a personal relationship in order to facilitate requests and become a trusted advocate and source of information.
- Invite the District/State Director or member to local events.
- Forward an e-newsletter prepared by the Government Affairs team in DC to the in-district congressional staff.
- Work hand in hand with J Street staff to organize opportunities to engage with your Member of Congress or their staff at least twice a year
- Work with J Street staff to help build a team of constituents for Advocacy Day following the conference and leadership summits in Washington, DC.
- Work with J Street staff to develop a network of individuals willing to lobby their member of Congress, including but not limited to: rabbis, Jewish communal leaders (both professional and lay), Jewish opinion leaders, individuals with compelling stories, political organizers etc.

The DAC ensures that information gathered about a member or their staff through meetings or other means is communicated to J Street staff.

RESOURCES PROVIDED TO THE DAC

1. DACs never work alone. They work in close partnership with Engagement Team staff who will orient new DAC members to the role, facilitate communication with the lobbyist when needed and provide additional resources (example: materials for in-district meetings). The Engagement Team staff will always ensure the DAC is supported and has what they need to be successful in this role.
2. Monthly update calls, in which our professional lobbyists join with Engagement team to discuss the current political climate, messaging and tactics.
3. Regular leadership calls, in which the DAC learns about critical developments from experts and leaders in Israel and in the US.
4. DAC-specific trainings and workshops.

The JNET

Overall: J Street aims to have at least one supporter — known as the JNET — who has a deep personal relationship with each member of Congress. The JNET serves as the organization's key point of connection with a member of Congress.

THE ROLE OF THE JNET

JNETs generally have a deep pre-existing personal relationship with the Member of Congress (or they are in a position to develop one) that enables them to further J Street objectives through:

- a. Advocacy** – several times a year, on critical J Street advocacy priorities, the JNET will contact the member of Congress (MoC) personally and urge the MoC to support a legislative priority or take other action.
- b. Events** – inviting the member of Congress to attend special events (Conference Gala, CODEL, etc).
- c. Meetings** – J Street aims to meet with every member of Congress four times a year (two in-district meetings and two meetings on the Hill); JNETs help extend those invitations and increase the chances of member attendance.
- d. Source of advice** – JNETs are available to the member should they have any questions about J Street's issues.

TIME COMMITMENT

- The JNET is encouraged to attend the two in-district meetings and expected to attend the two annual Advocacy Days in Washington, DC.
- Advocacy “activations,” which occur several times a year, require a briefing from J Street staff and a conversation with the member on the given issue.

RESOURCES FOR THE JNET INCLUDE:

- Monthly update calls, in which our professional lobbyists join with the Engagement Team to discuss the current political climate, messaging and tactics.
- Regular leadership calls where you can hear from experts, as well as, elected leaders in Israel and the US about critical developments and issues.
- Partnership with your Engagement Team who will orient you to the role, facilitate communication with the lobbyist when needed, and provide additional resources such as materials for in-district meetings.
- These resources are to support your work. Leadership calls are optional.

The Role of Programming

Chapters should be a home for pro-Israel, pro-peace leaders and activists, providing a space for people to gather, talk, learn and share ideas. Providing this sense of community for people who have long felt isolated in their views is an important step toward keeping members engaged and focused on the core work the chapter has to do.

Local programming must be done selectively and strategically. Because of our pressing goals and limited resources, J Street chapters should only hold gatherings that serve one or both of the following purposes:

➔ **Community-Building Programming:** Events and gatherings that foster a sense of home and community among J Street leaders, core supporters and key prospects — designed to educate, engage and grow our core leadership.

Example: Running a series of six events over the course of one year at different members' homes, in which attendees watch a video, discuss a book, have a local speaker, run a program-in-a-box etc. and invite key leaders and top activists from the chapter, as well as potential prospects.

Roles: The expectation is that community-building gatherings will be spearheaded and implemented by leaders, with approval and guidance but minimal support from staff.

➔ **Strategic Goal-Driven Programming:** Events and gatherings that advance a chapter's communal, legislative, political and/or fundraising goals. The audience for these events is generally highly targeted, and desired outcomes are clearly defined.

Example: A prominent community member (example: an influential rabbi or Federation leader) wants to "open up" their synagogue or community to J Street for the first time. We partner with them to run a three-part speaker series to establish J Street as a go-to resource for Israel advocates in that city.

Roles: Because strategic goal-driven events require a great deal of care and coordination both internally and externally, staff are likely to be more involved in approving, guiding and implementing these programs.

J Street chapters should not hold programming for a general audience that serves neither purpose outlined above. If an event or program does not build community among J Street leaders/prospects, nor advance one or more of the chapter's strategic goals, we should not spend time and resources on it.

Online Programming

J STREAM

J Stream is J Street's online alternative to live, in-person programming. Created in response to the COVID-19 pandemic, J Stream has become an essential tool in J Street's day-to-day operations and allows J Street to consistently engage both leaders and laypeople across a diverse range of topics. Understanding that different topics will attract different audiences, J Stream hosts high-profile discussions with politicians, policy leaders and communal leaders, as well as a wide range of voices from Israel and the Palestinian territory.



VIRTUAL LEADERSHIP PROGRAMMING

J Street offers exclusive programming to national leadership to discuss more sensitive issues. Leadership meetings give leaders the opportunity to engage in strategic conversations directly with J Street's senior staff.

POLITICAL AND COALITION PROGRAMMING

JStreetPAC offers the chance to hear from J Street endorsed candidates several times a month. We also engage allied organizations to discuss their political and policy priorities that are of interest to a J Street audience.

COMMUNAL PROGRAMMING

J Street marks important dates on the Jewish calendar with programming that reflects J Street's values. We also hold targeted programming for J Street's Rabbinic and Cantorial Cabinet.

CORE ISSUE PROGRAMMING

J Stream features public webinars discussing Israeli politics, the occupation and the future of the two-state solution. We also talk to grassroots organizations engaged in on-the-ground peace building work.

JStreetPAC 101

MISSION

Founded in 2008 as part of the J Street family of organizations, JStreetPAC is the largest pro-Israel political action committee (PAC) in the country. JStreetPAC's mission is to raise funds for pro-Israel, pro-peace congressional candidates who champion a diplomacy-first approach to foreign policy and advocate for a two-state solution to the Israeli-Palestinian conflict.

ENDORSEMENT PROCESS

J Street political staff, in conjunction with lay leaders, meet with congressional candidates who seek JStreetPAC's support. To be eligible for the PAC's support, candidates must submit an Israel position paper that shows substantive alignment on J Street's key issues, and must demonstrate that they have a viable path to victory. Candidates are interviewed by J Street's National Finance Committee and voted on by the political committee of the board. Once they've been added to the list, candidates are able to draw support from J Street's membership.

PAC GIVING 101

There are two ways to contribute to JStreetPAC. The first option is to contribute through the PAC directly to candidates for US House and Senate. Supporting candidates through JStreetPAC in this way doubles the impact of your campaign contribution dollars. It adds to the amount of JStreetPAC's total giving, raising the profile of the issues we care about, while also allowing donors to receive individual recognition for their contributions to the pro-Israel, pro-peace candidates whom J Street supports. One hundred percent (minus credit card fees) of your contribution goes to the campaign of your choosing.

The second way of giving is to contribute funds to JStreetPAC in general, rather than to a specific candidate. These funds will be strategically used throughout an election cycle to invest in key races in real time. Contributions to JStreetPAC are limited by the federal campaign limits. For the 2022 election cycle, individuals are able to contribute \$2,900 per candidate, per election (you can give \$2,900 during the primary and again during the general), and up to \$5,000 per calendar year directly to JStreetPAC.

OUR TRACK RECORD

Since its founding in 2008, JStreetPAC has grown to be one of the top bundlers in Democratic politics. In the 2020 cycle, JStreetPAC distributed a record-breaking \$9 million to its 190+ supported federal candidates, including over \$2 million raised for the Biden-Harris campaign. The PAC raised an average of \$40k per endorsee — including \$233k for competitive Senate candidates and \$45k for competitive House candidates.

Leadership Traits

The below traits describe what J Street looks for in leadership. Not every leader will have every trait listed below, nor is it a requirement that they do. However, it is important that they are fully committed to J Street's mission and are open to learning from and collaborating with other leaders and with staff.

- **Mission/Strategy Alignment:** Understand and agree with J Street's mission, political and communal goals, and strategy.
- **Strategic Thinking:** Are savvy and can help shape regional strategies and tactics that will help us achieve our goals.
- **Relational/People Skills/Good Partners with Staff:** Understand that growing leadership is key to our success and that they can play an important role in outreach to and stewardship of new leadership. Leaders with strong people skills feel comfortable engaging with new people, finding out what motivates them and welcoming them to the J Street family. These leaders also see staff as their partners, working hand in hand with staff to move our mission.
- **Assets/Resources:** Have the financial capacity to help J Street meet our fundraising goals.
- **Influence/Networks:** Have influence and networks that can help move targets, recruit new leaders and grow our support in both the political and communal spheres.
- **Good Ambassador/Public Face:** Are comfortable and articulate in presenting our work publicly.
- **Time/Willingness:** Ready, willing and able to use the assets and traits above on J Street's behalf when asked. Demonstrate an ability to take initiative in leading projects that advance J Street's mission and strategy.

Communications Opportunities

J Street leaders are invited to take advantage of the following opportunities to hear from and stay in touch with J Street.

- Sign up to receive J Street emails at the email address to which you are most comfortable receiving updates, news and action alerts, including:
 - Our monthly newsletter **Street Talk** on the first Sunday of every month.
 - **Word on the Street** emails which provide J Street commentary on current events, developments in Israel, American politics and the Jewish community.
 - **Israeli Political Updates** which provide analysis and commentary on events and important moments in Israeli politics.
- Sign up separately for our **Daily News Roundup** — a short compilation that comes out every morning of key stories from English language media in the US, Israel and around the world on topics of interest to those following the Israeli-Palestinian conflict.
- Follow us on social media:
 - Like our J Street page on **Facebook**
 - Follow us on **Twitter** at @jstreetdotorg
 - Follow us on **Instagram** at @jstreetdotorg
- J Street leaders are invited to webinars and briefing calls with American, Israeli and Palestinian experts who discuss issues of the day and engage with us in conversation. Recordings of most calls are made available to leaders who miss them.
- Follow our blog, check out our **policies** and find **educational resources** on the J Street website at www.jstreet.org.
- If you take photos of J Street activities and events, send them to photos@jstreet.org

J Street Advocacy Programs

GOALS

J Street's Advocacy Program - involving both the professional lobbying done by the Government Affairs staff and leader-led advocacy organized by the Engagement Team - has two overriding goals related to Congress:

1. **Educate and move Members of the Senate and House over time toward greater alignment with J Street's pro-Israel, pro-peace positioning on key policy issues.**
 - a. Colloquially, we call this "warming the temperature" of Congress or strengthening our relationships with members.
 - b. J Street ranks all Members of Congress on a scale of 0 to 5 - with 1 being a true J Street champion, 0 being to our "left" (not for two states, pro-BDS), 3 being neutral on our issues and 5 being to our "right" (not for two states, enabling occupation, not recognizing Palestinian rights).
 - c. We focus - for now - our time and energy on Members ranked 0-3.5 and a small number of 4's and 5's who play vital roles on our issues. These are our "targets."
 - d. Through ongoing engagement, education and relationship building, J Street aims to improve the ranking of these targets - from hostile to neutral; from neutral to friendly; from friendly to champion, etc.
2. Build a national network of leader-advocates that is connected to and has deep relationships with as many Members of Congress as possible. These direct relationships - and the ability to communicate information and requests directly to Members and high level staff - is an essential component of successful advocacy.
 - a. Colloquially, we call this "building out J Street's Advocacy Infrastructure" (The formal name we use is "J Street's Political Advocacy Network" or "JSPAN").
 - b. In an ideal world, we would have a high-level contact directly with every target Member (we call that a "JNET"), a coordinator for constituent advocacy in every target district (a District Advocacy Coordinator or "DAC" who also builds a relationship with the District Director) and a network of other influential leaders who can affect that Member or staff's thinking.
 - c. The JSPAN is a "grasstops network," that builds relationships with our targets through contacts, meetings or engagements as often as four times a year - when possible two in-person meetings in Washington and two in the district.
 - d. Ours is a "grasstops" approach to advocacy which depends more on the quality of the contacts than the quantity (another approach referred to as "grassroots" advocacy).

SMART OBJECTIVES

We have established the following Specific, Measurable, Achievable, Relatable and Time-bound objectives to track our progress toward these goals:

- a. Lower the average ranking. We take the overall “temperature of Congress” by averaging the rankings assigned to Members (5 is the worst ranking and 1 is the best). Our objective in each two-year Congressional session is to “warm the temperature” by lowering the ranking of both individual Members as well as the average ranking of the Congress as a whole. A Member of Congress’s ranking is determined by their public statements, policy stances, positions on Congressional initiatives relevant to our work, and other factors.
- b. Grow JSPAN coverage. Our objective is to get as close as possible to 100 percent of target Members to have a JNET and a DAC.
- c. Regular staff meetings in DC. We track the number of meetings that lobbyists have with Congressional offices, and our objective is to have one meeting with each target Congressional office every year and two meetings with half of the target Members.
- d. Regular significant engagements with targets by leaders. “Significant engagements” between J Street Leaders/J Street U Student Leaders and Members can take the form of in-district meetings, in-person lobbying meetings in DC or other interactions that connect target Members with J Street leaders. Our objective is to have at least two significant engagements per year with every target member. In prior times, we aimed for two in-district engagements and two engagements in Washington per year. Build a national network of leader-advocates that is connected to and has deep relationships with as many Members of Congress as possible. These direct relationships - and the ability to communicate information and requests directly to Members and high level staff - is an essential component of successful advocacy.

LEGISLATIVE TACTICS

Strategic relationship building with target members is the primary focus of J Street’s ongoing advocacy. Through building relationships over time, we lower rankings/warm the temperature.

However, the organization also “activates” around specific legislative activity. Sometimes, that involves lobbying for or against specific legislation, regardless of its chances of enactment, often in the form of gathering co-sponsors. At other times, we are asking Members to sign on to resolutions and letters whose success is measured not by a vote, but by the quantity of sponsors or co-signers

- a. Some activations are time-limited, such as sign-on letters which close on a particular date and are then sent.
- b. Others are longer-term, such as bills or resolutions that are gathering co-sponsors over the entirety of a Congressional term

Both during and in the absence of activations, J Street's advocacy work should be driven primarily by the overriding goal of deepening/improving relationships and moving Members in the J Street direction on our issues.

STRUCTURES AND SUPPORT

J Street leadership and staff align on strategy, goals and tactics when it comes to advocacy in the following ways:

- a. At the national level, to ensure that strategy is clear and that communication across the organization is strong, J Street established an Advocacy Board Committee which will begin meeting in 2022; J Street also runs monthly national calls for all members of the JSPAN from around the country to discuss and align on advocacy priorities;
- b. At the regional level, we are establishing joint leader-staff Regional Advocacy Networks that will regularly review with Government Affairs and Public Affairs staff the status of J Street's relationship with Members under their purview and coordinate on strategy and tactics related to Members; regional networks will meet at least quarterly;
- c. At the chapter level, Advocacy Committees bring together JSPAN members at the state, city and/or district level to coordinate advocacy and relationship building, using such tools as meet and greets, phone trees and in district meetings;
- d. At the national student level, the J Street U Advocacy Committee brings together students in J Street U chapters from across the movement who are interested in being involved in our advocacy work through IDMs, Advocacy Weeks and other tactics;
- e. One of the top priorities for the organization's 2020s Growth plan is a major expansion of staff support for advocacy. By the end of 2022, there will be four lobbyists and four Public Affairs staffers, each working with one of the four Engagement Teams. This more than doubles staff capacity and should dramatically improve coordination and communication across staff and between staff and leaders around advocacy.

The following J Street staff engage with leaders around advocacy:

- a. In Washington, J Street's Public Affairs team (led by the VP for Public Affairs Kevin Rachlin) comprises both the lobbyists who work in Government Affairs (led by Debra Shushan) and the political staff overseeing our PAC work who are part of the Political team (led by Laura Birnbaum).
- b. Out in the field, J Street's Engagement Team is responsible for working directly with our leaders who carry out the grasstops advocacy. There are four Engagement Teams, each responsible for about one-quarter of the country, both in terms of target Congressional offices and in terms of J Street leaders. Each Engagement team in 2022 will be hiring one Public Affairs (PA) staff member who will be the primary point of contact for J Street leaders involved in Advocacy - the JSPAN, JNETs, DACs, etc.
- c. Out on campuses, J Street's Student Team-J Street U is responsible for working directly with our student leaders who carry out grassroots advocacy. The PA staff members of the Engagement Team will work closely with the J Street U staff to ensure coordinated efforts.

Notes

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