LEADERSHIP MANUAL
October 2017

Dear J Street Leader,

I am so grateful to you for taking on a leadership role at J Street, promoting efforts to end the Israeli-Palestinian conflict, end the occupation and establish two states for two peoples.

These are challenging times for the pro-Israel, pro-peace movement. With Donald Trump as President and Bibi Netanyahu as Prime Minister, American and Israeli politics are dominated by voices with which we disagree deeply.

Yet this is also a moment of opportunity. Our pro-Israel, pro-peace views are shared by the majority of Jewish and other Americans who care about Israel, the Palestinian people and peace and security for all in the Middle East.

This Leadership Manual is intended to be a resource to you on your leadership journey with J Street — whether you are a member of our 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 because we cannot do our work without you. You need a clear sense of purpose, of how what you do fits into the larger picture and of what success looks like.

Hopefully, if you have a fulfilling experience as a J Street leader, you’ll want to recruit a friend, a colleague or a family member to join as well.

J Street’s staff can only do so much. We need the strong and vital partnership of working with the movement’s lay leaders in order to achieve our goal of fundamentally changing the political and communal dynamics around the Israeli-Palestinian conflict.

Thank you for all that you do to make our vision of a secure Jewish and democratic Israel a reality. I look forward to continuing to work with you in meaningful partnership.

Sincerely,

Jeremy Ben-Ami

PRESIDENT, J STREET
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PART I

Mission, Principles, Strategy and Goals
Part I: Mission, Principles, Strategy and Goals

**Mission**

J Street organizes and mobilizes pro-Israel, pro-peace Americans who want Israel to be secure, democratic and the national home of the Jewish people.

Working in American politics and the Jewish community, we advocate for policies that advance shared US and Israeli interests as well as Jewish and democratic values, leading to a two-state solution to the Israeli-Palestinian conflict.

**Principles**

- J Street supports the people and state of Israel and their right to defend themselves and to live in peace and enduring security.
- We seek a two-state solution to the Israeli-Palestinian conflict — Israel as the national homeland of the Jewish people living in peace and security alongside the state of Palestine as the national homeland of the Palestinian people.
- Ending the occupation and achieving two states is essential to Israeli and American national interests and security as well as to Jewish and democratic values.
- Being pro-Israel means speaking out for policies that promote Israel’s interests and align with our values and against those that don’t, irrespective of the present government’s policies. As supporters of Israel, we have not only the right but the obligation to speak out when we think the policies or actions of the American or Israeli governments damage those interests or run counter to our values.
- Strong and vibrant debate has characterized the Jewish tradition for millennia and benefits both the American Jewish community and Israel. That’s why we believe it is necessary to engage with those with whom we disagree.

**Strategy**

J Street’s core strategy is to organize, increase and demonstrate broad and deep support — primarily among American Jews — for sensible pro-Israel, pro-peace positions on Middle East policy.

In the political realm, we aim to reshape the political landscape in the United States so that policy makers have the space they need to actively pursue a two-state resolution of the conflict.

Within the American Jewish community, we advocate that communal institutions and leaders ground our relationship with Israel in the same values they apply to other issues, including freedom, justice and peace — the very principles set forth in Israel’s Declaration of Independence.

We urge Jewish communal officials and institutions to demonstrate leadership by speaking out in support of policies that align with our interests and values and against those that don’t. We also promote vibrant and respectful discourse about Israel within the Jewish community, thereby expanding American connections to and support for Israel.

Our strategy requires organizing supporters who can reach and influence our key target audiences and deliver messages to them in a manner that meaningfully impacts opinions and policy.

Over the coming years, therefore, J Street aims to grow substantially the number, the quality and the geographic breadth of supporters capable of delivering our messages.
Political and Communal 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 U.S. Jewish community. Specifically, being pro-Israel should be widely understood to mean that Israel’s long-run 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 holds this view.

POLITICAL GOALS

Accomplishing this entails achieving three big-picture goals related to American politics on Israel and the Middle East:

1. Change the political calculus on Israel so that candidates running for elected office are incentivized to take pro-Israel, pro-peace positions.

2. Make Congress less of an obstacle to bold executive diplomatic action towards the Middle East.

3. Ensure the U.S. President and Administration feel both the impetus and the political space to exercise the bold leadership and clear policies necessary to achieve a two-state solution and end the Israeli-Palestinian conflict.
JEWISH COMMUNAL GOALS

Accomplishing this entails achieving four big-picture goals related to American Jewish communal relations on Israel and the Middle East:

1. Press the Organized Jewish Community to advocate for a two-state solution.
2. Ensure that substantive debate over Israel is part of the natural communal conversation and not something to be feared or squelched.
3. Establish J Street an asset to the American Jewish and pro-Israel community.
4. Ensure that the next generation of American Jewish leaders are passionate pro-Israel pro-peace advocates.
PART II

J Street Structure
Part II: J Street Structure

Corporate/Legal Structure

The family of organizations that comprise J Street is made up of three legal entities:

- J Street is a 501(c)(4) corporation that lobbies and engages in some political activity, including serving as the administrative arm for our political action committee, JStreetPAC;
- J Street Education Fund is a 501(c)(3) corporation that engages in educational and organizing activities in communities across the country, on campuses, in synagogues and in Israel itself.
- JStreetPAC is a federally-registered Political Action Committee that endorses and distributes funds to candidates for the US Senate and House. It is a membership PAC which means that it does not raise money from the general public but only from people who are members of J Street. For more on JStreetPAC see Appendix D.

Staff Structure

The President sets overall policy and direction for J Street and is the primary public face of the organization.

The Chief Operating Officer is responsible for day-to-day operations and management of the organization.

The Vice President of Government Affairs oversees J Street’s lobbying and advocacy in Washington DC.

The Senior Vice President of Community Relations oversees all J Street’s work in the Jewish community, including:

- J Street’s rabbinic outreach and engagement program under the leadership of the Director of Rabbinic and Community Engagement. For more on J Street’s Rabbinic Cabinet see page 20.
- J Street U, J Street’s student arm under the leadership of the Director of J Street U. For more on J Street U see page 20.
- J Street’s Events and Programming department run by the Director of Events and Marketing which oversees national events and speaker tours and helps with major regional events.
- The development and dissemination of J Street’s educational programming and materials.

The Vice President of Communications is responsible for all of J Street’s communications strategy and media relations including traditional media relations and the organization’s online and social media presence.

The Administration to Vice President of Finance overseas all of J Street’s administrative needs.

The National Political Director oversees JStreetPAC and its endorsement, fundraising and disbursement activities.
Part II: J Street Structure

The Director of Israel Programs manages J Street’s presence in Israel — focused on demonstrating Israeli validation for J Street agenda and educating Israeli leaders on American Jewish dynamics.

The Director of Development is in charge of J Street’s fundraising.

The Director of Regional Operations and Strategy manages the Regional Team consisting of the seven regional offices.

The seven regions are:
- New England
- Tri-state and Pennsylvania
- Capital Region and the South
- Midwest
- Mountain West
- Northwest
- Southwest
PART III

Leadership Structure and How Leaders Advance Our Work
The Hub and Spoke Model

We’ve described J Street’s mission, strategy and goals as well as its basic structures. 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”

1. Advocacy: shaping your representatives’ positions on Middle East policy
2. Political: shaping the atmosphere in which campaigns for federal office are run
3. Communal: shaping the conversation inside the Jewish community on Israel and mobilizing communal leaders and institutions to action that advances resolution of the conflict
4. Development: reaching out to and mobilizing other leaders to raise funds and participate in our work
Regional Leadership Structures

J Street supporters are organized into formal chapters in about 18-20 of the larger communities around the country and into smaller networks elsewhere. These chapters and networks vary in size and scope, and each is structured to meet the particular interests of local leaders and the needs of the community.

CHAPTERS

Chapters are the most formal organized structure — they each have a Chair or Co-Chairs(s) and an Executive Committee that lead activities in the area, which could be a city, a metropolitan area or even a state.

A successful chapter will have some, though not necessarily all, of the following components:

- An ADVOCACY operation that establishes and maintains solid working relationships with every Senator and Member of Congress. Strategy relating to each representative is mapped in coordination with regional staff and the lobbyists in the Government Affairs office in Washington. Every year, J Street leaders and activists should have four contacts with each representative — two in Washington during national Advocacy Days and two in-district meetings. A successful chapter has an advocacy operation that can be mobilized quickly at any point during the year to convey J Street’s views on fast-moving legislation and policy issues.

- A POLITICAL operation that maps all elections for federal office each cycle, identifying likely open seats, competitive races and candidates for possible endorsement by the PAC. For endorsed J Street champions, the political operation should focus on raising some funds each cycle to demonstrate ongoing support for the candidates’ positions on our issues.

- A COMMUNAL strategy that starts mapping the 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.

- A DEVELOPMENT Strategy that identifies prospective leaders and donors to help J Street hit ambitious growth goals for fundraising. The chapter should work with the regional staff to steward and welcome new leaders and donors into our work.
ADVOCACY ROLES

J Street aims to establish a formal lobbying and advocacy structure 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.

Two key roles in our JSPAN that advance our goals on the advocacy spoke are the JNET and the District Advocacy Coordinator (DAC). Full role descriptions are in Appendix B.

JNET

J Street aims to identify one supporter with a deep personal relationship with every Member of the House and Senate who can reach that representative directly and personally to advocate for J Street policy positions and advance J Street legislative priorities.

We call that person our JNET for the Member. The JNET serves as the organization's key point of connection with the Member.

A JNET generally has a deep pre-existing personal relationship with a Member of Congress (or she/he is in a position to develop one) that enables her/him to contact the Member of Congress personally and urge her/him to support a legislative priority or take other action. The JNET may invite the Member of Congress to attend special events (Conference, Gala, etc.) and should plan to meet with the Member four times a year (twice in-district and twice in Washington on Advocacy Days). JNETs help make those invitations and increase the chances of Member attendance. JNETS are also available to Members should they have any questions about or want input on our issue.

DISTRICT ADVOCACY COORDINATOR (DAC)

The District Advocacy Coordinator (DAC) is responsible for developing and deepening J Street’s relationship with a Member of Congress and for ensuring that the Member knows who her/his J Street constituents are and hears J Street’s positions on key legislative priorities from them.

DACs focus their effort primarily on the District office(s) of the representative, in partnership with the J Street staff in Washington who are developing and nurturing relationships with DC-based staff.

DACs act like air traffic controllers for J Street’s relationships with their Member of Congress or Senator — they should be aware of all the relationships and assets that J Street has in the district and should be the person responsible for activating those assets when J Street has an advocacy priority. This can include setting up in-district meetings with Congressional staff or the Members themselves, organizing and activating phone trees and simply maintaining regular touch with District Directors or other relevant district staff.
Part III: Leadership Structure and How Leaders Advance Our Work

CONGRESSIONAL OFFICE STRUCTURE

Member of Congress

Chief of Staff

Washington, DC

Legislative Director (LD)

Communications Director

Scheduler

Home District or State

District or State Director

DAC

Lobbyist

Legislative Assistants (LA)

Press Secretary

Legislative Correspondents (LC)
Part III: Leadership Structure and How Leaders Advance Our Work

POLITICAL ROLES

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 that helps us advance our work in the political spoke. They are ambassadors for J Street at political functions from coast to coast. FC members are invited to participate in all PAC endorsements and to convene monthly with J Street staff and PAC Board leadership to discuss PAC endorsements, political strategy and policy updates.

FC members make a minimum $10,000 annual commitment — 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 the campaigns of 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 region, including interviews with prospective endorsees in their region 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 of $3600 annual commitment—at least $1800 to support J Street operations and $1800 in contributions to or through the PAC to support the campaigns of PAC-supported or endorsed candidates.

COMMUNAL ROLES

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

- **Synagogue Outreach** – some chapters put a specific emphasis on synagogue outreach and set up a special committee or name several individuals to be synagogue liaisons.

- **Regional Rabbinic Outreach** – some chapters have a local rabbinic cabinet for their area within the chapter structure and others have individuals engaged in rabbinic outreach like a Rabbinic Whip or Outreach Chair.

DEVELOPMENT ROLES

- **Development Chair or Committee** – a specific individual or committee of supporters may take responsibility for developing a local fundraising strategy.
Part III: Leadership Structure and How Leaders Advance Our Work

OTHER CHAPTER ROLES

J Street Chapters can be structured to have a wide variety of other roles that are of interest to local leaders and activists including but not limited to:

- **New Member Outreach** – some chapters set up a formal structure to reach out to and welcome new members of J Street.

- **Programming Chair or Committee** – some chapters designate a person who is responsible for setting up educational opportunities for local leadership. A national support structure for those interested in running educational programming is described in Appendix C.

- **Media Outreach** – some chapters have designated one or more people who are responsible for dealing with local media — writing letters to the editor and op-eds, blogging and pitching stories to media.

REGIONAL DIFFERENCES

Finally, 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 regions passing through their city. We encourage chapter leaders to share new and creative ideas with their peers through the Regional Advisory Committee and other peer-to-peer communications channels.

National Lay Leadership

BOARDS OF DIRECTORS

Policy for J Street is set and operations are overseen by a Board of Directors of 18 people. J Street’s five-person Executive Committee plus its other named officers also serve as the Board of Directors of the J Street Education Fund.

JStreetPAC is governed by J Street’s nine-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 the leadership of J Street chapters and networks around the country and national staff and the Board.

It provides input and advice to J Street’s Board of Directors and senior staff reflecting the opinions, concerns and ideas of J Street’s leaders and highly engaged activists around the country on the policies, strategy, tactics and operations of the organization. It is also a forum for regional leadership to share ideas, best practices and strategy across the organization.

The RAC consists of one representative chosen by each J Street chapter.
FINANCE COMMITTEE

J Street’s Finance Committee is our national political leadership body at the forefront of our political work. For more information on the Finance Committee see page 16 under Political Roles.

NATIONAL ADVISORY COUNCIL

J Street’s National Advisory Council is a loose configuration of well-known, knowledgeable and influential leaders who lend their name in support of J Street’s mission and are invited to participate in all of the organization’s leadership activities.

These prominent experts with diverse backgrounds include over 200 former public officials, policy experts, community and academic leaders. They plug into J Street’s work in a variety of ways as they are able and are invited to participate in all national leadership gatherings, forums and calls.

THE RABBINIC CABINET EXECUTIVE COUNCIL

At the helm of the Rabbinic Cabinet is the Rabbinic Cabinet Executive Council comprising of leading rabbis and cantors from around the nation from several different movements.

The Executive Council’s input is sought on a variety of communal and policy issues. The council currently numbers around 25 members and meets about 6 times a year.

The Executive Council is headed up by the Rabbinic Cabinet Chairs.

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 VPs, who are elected at the beginning of each school year by the broader student movement. The student board works closely with the J Street staff and student leadership to drive the strategy, messaging and campaigns of J Street U. Each individual 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 publicly, penning op-eds and leading trainings.
Part III: Leadership Structure and How Leaders Advance Our Work

Other Opportunities for Engagement

WOMEN’S LEADERSHIP FORUM

J Street’s Women’s Leadership Forum (WLF) unites women interested in exploring how women’s inclusion in peacemaking and negotiations can promote an end to conflict, build a sustainable peace and improve the status of women in society. The WLF is a national part of J Street, and individual chapters may have a representative of the WLF on their leadership if there is interest. The WLF has its own listserv within J Street, sponsors national calls and special programming at national events.

MEDIA LEADERS GROUP

This leadership group focuses on raising J Street’s public profile in communities across the country, primarily by writing opinion pieces and getting them published in various forms of media.

Media Leaders are strong writers with a solid command of the issues who help raise the voice of our movement by writing op-eds and letters to the editor which will run in their local mainstream and Jewish newspapers, and where applicable, online. Members of this group will work one on one with members of the national communications staff to edit and place pieces they have written.

This group meets occasionally by phone for trainings and for briefings on emergent issues in the news and to share ideas about new writing initiatives.

LBJ’S (LEARN AND BOND AT J STREET)

This working group brings together a small number of individuals from around the country who have volunteered to take the lead in their chapter or region organizing activities that can build community among J Street leaders and prospective leaders. This is part of our effort to foster a sense of home and community, which can help keep existing leaders engaged and prospective leaders into the fold and deepen their engagement.

THE RABBINIC CABINET

The Rabbinic Cabinet is a group of over 850 rabbis, cantors and rabbinic and cantorial students who publicly advance J Street’s pro-Israel, pro-peace position.

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

Clergy affiliate with Rabbinic Cabinet by agreeing to a set of principles. The Cabinet is led by co-chairs who are advised by an executive council. Several communities including Boston, Seattle and San Francisco have local J Street Rabbinic Cabinets while other communities have Executive Committee members who partner on rabbinic organizing.
Part III: Leadership Structure and How Leaders Advance Our Work

The leadership of the Rabbinic Cabinet works in coordination with organizations that share similar values — like T’ruah and Ameinu — and is in frequent communication with leading rabbinic and communal bodies such as the CCAR and URJ.

**J STREET U**

J Street U is the student organizing arm of J Street. Existing on over 90 campuses, with 60+ formal chapters, J Street U is the home for pro-Israel, pro-peace advocacy on campus. Working in close coordination with J Street staff and lay leadership, the student leaders themselves are the primary drivers of J Street U strategy on individual campuses, regionally and nationally. J Street U has a rigorous focus on training, based on a traditional community organizing model, and top student leaders may find themselves traveling off campus for trainings as many as eight times a year. In recent years, J Street U has pivoted away from being solely the student constituency of J Street and existing primarily on campus towards using the students’ unique power to move and influence the American Jewish community, seeing that as the arena in which they can have the biggest impact on J Street’s larger mission.

**J STREET LEAD**

J StreetLEAD is J Street’s new national, young leadership program, geared toward empowering the next generation of Jewish leaders to take action with J Street. LEAD aims to bring the organizing talent of J Street U alumni into continued work with J Street in the regions. Through JStreetLEAD, alumni can continue to advance the political and communal goals of the organization as well as find a forum to connect to other young leadership across the country.

The LEAD National Cohort (LNC) is the national leadership body of J StreetLEAD. The LNC meets monthly to build strategy to engage J Street U alumni and other recent graduates across the country. Members who sit on the LNC are also tasked with building the presence of LEAD in their home cities, identifying opportunities for local young leadership, and forwarding the efforts of the organization.
Part III: Leadership Structure and How Leaders Advance Our Work

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 a 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 ($1800 and up). However, everyone can contribute something and we aim for 100 percent participation in our annual fundraising campaign by all those playing an active role in our work. 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.

3. **Stay in regular touch** – Sign Up for J Street Emails and Like and Follow Us on social media such as Facebook and Twitter. Take action with us regularly; share our statements and digital content; avail yourselves of other resources such as our Daily News Roundup and other special bulletins and alerts.

4. **Help us grow the 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.

5. **Help us build our power** – Influencing our political and communal targets is essential to our strategy. If you have a relationship with an elected official or a Jewish communal representative or know someone who does, speak with your chapter leadership and regional staff about how we can build out these relationships to move our strategy forward.
PART IV

Messaging and Communications
Part IV: Messaging and Communications

Five Core Principles

1. COMMITMENT TO AND SUPPORT FOR THE PEOPLE AND THE STATE OF ISRAEL.

We believe that the Jewish people have the right to a national home of their own. We celebrate its re-birth after thousands of years.

We value and share the democratic principles on which Israel was founded and that have guided the country for six decades — even as we acknowledge the real threats to that democracy.

We understand that Israel has real enemies. We defend its right to live in security and peace, within internationally recognized boundaries.

We believe in and support Israel’s right to defend itself against its enemies.

2. THE FUTURE OF ISRAEL DEPENDS ON ACHIEVING A TWO-STATE RESOLUTION TO THE CONFLICT WITH THE PALESTINIAN PEOPLE.

We believe the Palestinians too have the right to a national home of their own, living side-by-side with Israel in peace and security.

We support the creation of an independent, demilitarized state of Palestine with defined borders. We believe a two-state solution to the conflict serves Israel’s and America’s interests and fulfills the legitimate national aspirations of the Jewish and Palestinian peoples.

Israel must choose among three things: being a Jewish homeland, remaining democratic and maintaining control over all the land between the Jordan and the Mediterranean. It can only have two — it can only be both Jewish and democratic by giving up the land on which a Palestinian state can be built in exchange for peace.

For too long, pro-Israel advocacy has defined this conflict in zero-sum terms, as “us versus them,” a conflict in which there can be only one winner. But being pro-Israel doesn’t require an “anti.” Israel’s long-term security actually depends on fulfilling the aspirations of the Palestinian people through a two-state solution.
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.

We must distinguish between criticizing the policies of the government of Israel and questioning Israel’s fundamental right to exist as a Jewish homeland.

Criticism of Israeli policy does not threaten the health of the state of Israel — but certain Israeli policies (and the silence that too many in the American Jewish establishment choose when vigorous protest of those policies is necessary) do threaten Israel’s future.

As Americans, we also have a right to speak up and shape our own foreign policy. We cannot support Israeli policies that violate the values at the heart of both our Jewish and American heritage. We must oppose policies that make peace more difficult or which infringe on basic human rights.

4. VIBRANT BUT RESPECTFUL DEBATE ABOUT ISRAEL BENEFITS THE AMERICAN JEWISH COMMUNITY AND ISRAEL.

Strong and vibrant debate has characterized the Jewish tradition for millennia. That’s why we believe it is necessary to engage with those with whom we disagree.

Those who believe there is only one acceptable view on Israel — theirs — should not be allowed to impose constraints on what constitutes acceptable speech in the Jewish community. Closing the doors of the Jewish community to those who question American or Israeli policy puts the intellectual integrity and future of our community at risk.

We believe vigorous debate about Israel and American policy will engage not only younger American Jews across the political spectrum, it will increase participation in the broader Jewish community among all generations.

5. OUR WORK IS GROUNDED IN THE VALUES ON WHICH WE WERE RAISED.

It is both possible and necessary to engage in a warm relationship with Israel and to remain true to the values we hold most dear as Jews and as Americans — and on which Israel was founded.

These values are central to who we are as a people: the principle that you don’t treat someone the way you wouldn’t want to be treated yourself, basic notions of justice and freedom, the pursuit of peace and tikkun olam — seeking to make the world a better place.

We believe that we must work for an Israel and a Jewish community that lives up to the best of these values and traditions.
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 you’re most comfortable receiving updates, news and action alerts, including:
  - Word on the Street emails which provide J Street commentary on current events, developments in Israel, American politics and the Jewish community.
  - Our monthly newsletter Street Talk on the first Sunday of every month.

- Sign up separately for our Daily News Roundup — a short compilation that comes out at 8:30 Eastern 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

- J Street leaders are invited once or twice a month to special one-hour Leadership Conference Calls with American, Israeli and Palestinian experts who brief us on issues of the day and engage with us in conversation. Recordings of most calls are made available to those 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
APPENDICES
Giving Levels

J STREET NATIONAL LEADERSHIP CIRCLE LEVELS

Chair’s Circle | $50,000
President’s Circle | $25,000
Ambassador’s Circle | $10,000

Diplomat’s Circle | $5,000
National Leadership Circle | $1,800

Our National Leadership Circle is comprised of leaders who invest $1,800 or more to help ensure J Street’s growth and impact and who participate in the strategic discussions that shape J Street policy and set the course of our movement’s success.

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 Directors
- 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

J STREET NATIONAL POLITICAL LEADERSHIP LEVELS

NATIONAL FINANCE COMMITTEE TRUSTEE | $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 Trustees 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 are at the forefront of our political operation, deeply engaged in JStreetPAC’s work, including interviews with Congressional candidates and monthly calls devoted to PAC endorsements, political strategy and policy updates. All Finance Committee members are invited to exclusive receptions and events 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 are deeply engaged in JStreetPAC’s work in their region, including interviews with prospective endorsees in their region and quarterly briefing calls devoted to political strategy and policy updates.
APPENDIX A

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 190,000 Jewish Americans and friends of Israel have found a home at J Street for their pro-Israel, pro-peace views. The organization filled 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 over $9 million annually, other significant institutions 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 (of 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 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; special receptions and briefings at the Conference;
- 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.
APPENDIX B

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 such that the Member knows who his J Street constituents are and hears J Street’s positions on key legislative priorities from them.

**THE ROLE OF THE DAC**

The DAC maintains a strong personal relationship with the congressional district office(s) by:

- Periodically, meeting with staff by phone and in person to establish a personal relationship, in order to facilitate requests and become a trusted advocate and source of information.
- Inviting the staff or Member to local events.
- Forwarding a weekly e-newsletter that is prepared by the Government Affairs team in DC to the in-district congressional staff.

The DAC maps out assets and influential relationships with the Member of Congress and as appropriate cultivates those relationships:

- Helping to organize in-district meetings with the Member or his staff two times per year.
- Helping to build a powerful lobby team for Advocacy Day following the conference in Washington DC and attending this day himself/herself.
- Developing the largest possible network of individuals willing to lobby the 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 learned about a Member or his staff through meetings or other means is communicated back to J Street Staff.

**RESOURCES PROVIDED TO THE DAC**

1. Monthly Update calls where our professional lobbyists and communication professionals join with the regional staff to discuss the current climate, messages, and tactics.
2. Regular Leadership Calls where you hear from experts and elected leaders in both Israel and the US about critical developments and issues.
3. Partnership with your regional staff 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.
4. DAC-specific trainings and workshops.
The JNET

**Overall:** J Street aims to have one supporter who has a deep personal relationship with each Member of the House and Senate. We call that person our “JNET” for the Member and the JNET serves as the organization’s key point of connection with the Member.

**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 her/him 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 Advocacy Days); JNETs help make those invitations and increase the chances of Member attendance.

d. **Source of advice** – JNETS are available to the Member should he/she have any questions about our issue.

**TIME COMMITMENT**

- The JNET is encouraged to attend the two in-district meetings and expected to attend the two Advocacy Days in Washington, DC.

- Advocacy “activations” which happen several times a year require a briefing from J Street staff and a conversation with the Member on the given issue. In total, each activation may take one hour.

- In addition to organized J Street meetings, events and advocacy activations, JNETs probably connect with the Member a few times a year, in ways they might have already without taking on this specific role.

**RESOURCES FOR THE JNET INCLUDE:**

- Monthly Update calls where our professional lobbyists and communication professionals join with the regional staff to discuss the current climate, messages, 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 regional staff 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.
APPENDIX C

The Role of Programming

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

Local programming must be done very 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 – to educate, engage and grow our core leadership.
  
  Example: Running a series of six evenings over the course of one year at different members' homes where you’ll watch a video, discuss a book, have a local speaker, run one of our program-in-a-box, etc. and invite the key leaders and top activists from the chapter plus potential prospects to create a sense of community.

  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 the chapter's communal, legislative, political, and/or fundraising goals. The audience is generally very targeted and desired outcomes are clearly defined.
  
  Example: A particularly prominent community member (for example and influential rabbi or Federation leader) wants to "open up" their synagogue or community to J Street for the first time. We partner with that person to run a three-part speaker series (one-time only) so that we can 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 to make sure we are putting our best foot forward to influence key players or institutions, staff are likely to be more involved in approving, guiding, and implementing these types of 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 amongst J Street leaders/prospects and it does not advance one or more of the chapter’s strategic goals, we should not be spending time and resources on it. In other words, J Street does not do "public education," defined as non-strategic programming attempting to educate the public at large on our issue.
JStreetPAC 101

OUR 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.

OUR ENDORSEMENT PROCESS
J Street political staff, in conjunction with lay leaders, meet with and interview 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. Once approved by a vote of the PAC’s board and added to our 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 Election Commission’s regulations. For the 2017–18 election cycle, individuals are able to contribute $2,700 per candidate, per election (you can give $2,700 during the primary and again during the general), and up to $5,000 per calendar year to a PAC.

OUR TRACK RECORD
Since its founding in 2008, JStreetPAC has been the largest pro-Israel PAC in the country for the last five election cycles, increasing our total funds raised and candidates endorsed in each cycle. JStreetPAC was responsible for over 48% of all pro-Israel PAC money raised for congressional candidates in the 2016 election, during which we distributed a record $3.6 million to 124 candidates. The PAC raised an average of $27,000 per candidate and $32,500 for competitive House candidates. The PAC was also a top bundler in key Senate battleground states, raising over $200,000 each for candidates in Illinois, New Hampshire, Nevada, Wisconsin and Pennsylvania.
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 ongoing learning from collaboration with other leaders and with staff.

1. **Mission / Strategy Alignment:** Understand and agree with J Street’s mission, political and communal goals, and strategy.

2. **Strategic Thinking:** Are savvy and can help shape regional strategies and tactics that will help us achieve our goals.

3. **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 stewarding in 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.

4. **Assets / Resources:** Have the financial capacity to help meet our fundraising goals.

5. **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.

6. **Good Ambassador / Public Face:** Are comfortable at and articulate in presenting our work publicly. They see themselves as a public face of the organization and present professionally on behalf of the organization in any setting.

7. **Time / Willingness:** Ready, willing and able to use the assets and traits above on J Street’s behalf when asked. Demonstrate ability to take initiative in leading projects that advance J Street’s mission and strategy.