

SPA Resource Kit

“Nobody’s free until everybody’s free”
- Fannie Lou Hamer

SPA Resource Kit

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Resources

There are many available to you to help you be a successful SPA.

NCJW SPA Staff Coordinator:

- Ari Solomon (they/them), NCJW Judicial Nominations Campaign Manager, asolomon@ncjw.org

SPA co-coordinators:

- Claire Lipschultz (she/her) CA, ncjwcaclaire@gmail.com
- Sharon Lipton (she/her) MI, jssad@aol.com

NCJW SPA Website Page: <https://www.ncjw.org/state-policy-advocacy-network/>

Check out the SPA landing page for SPA reports, reimbursement forms, lobby reports, and advocacy materials.

Advocacy Resource Links

- [Q & A on NCJW's 501c3 Status on Election Related Activities](#)
- [Advocacy Meeting Training Toolkit](#)
- [Tips for a Town Hall Meeting](#)
- [Legislative Visits](#)
- [Tips for Writing an Effective Action Alert](#)
- [Tips for Working in Coalitions](#)
- [Tips for Introducing State Legislation](#)
- [How Should I Educate?](#)
- [Action Plan Worksheet](#)

Communication Resource Links

- [Tips for Writing an Op Ed](#)
- [Talk Back: Write and Submit a Letter to the Editor](#)
- [Tips for Writing a Blog Post](#)
- [Maximize Media Attendance: Hold a Successful Press Conference](#)
- [Sell the News: Pitch a Story to a Reporter](#)
- [How to Write a Press Release](#)
- [Section Website Guidelines](#)
- [Material Mock-Ups](#)
- [Graphic Guidelines](#)
- [Download our Logo](#)
- [Media Strategies](#)

State Policy Advocacy (SPA) Description

The State Policy Advocate is an important National NCJW leadership position responsible for leading state-based policy advocacy. Appointed for a triennium by NCJW's National Board President, they are seasoned organizers and advocates who are tasked with leading the charge on state policy, representing NCJW on state coalitions, developing new leaders, and being a line of communication between national staff and section advocacy efforts. SPA's use a variety of methods and approaches to accomplish their task, with each SPA's role looking different pending their local political climate, individual capacity, and level of engagement from other NCJW advocates. Engaging other NCJW advocates and developing new advocacy leaders in your state is a key function of this role, as is working in coalition with local and state coalitions. The SPA Coordinators and NCJW Government Relations and Advocacy staff are ready to provide technical assistance, guidance, trainings, and resources to help you be effective.

Time Expectation: There is no time minimum. We recognize that State Policy Advocates have a range of capacity and other responsibilities in addition to this role. Consult with national staff to determine what is a good fit for you.

Responsibilities:

- Serve as state contact for the NCJW Government Relations and Advocacy Department on federal policy issues.
- Lobby to advance NCJW's policy agenda at the state and federal level, within the [guidelines of our 501c3 tax status](#).
- Maintain on-going communication with your SPA co-coordinator and NCJW Government Relations and Advocacy Department, including participating in month SPA Network Calls.
- Attend all National SPA trainings and serve as head of your state delegation at Washington Institute, helping to prepare attendees from your state and coordinating congressional visits. *Note: SPA budget covers travel expenses and sometimes hotel subsidies.*
- Complete quarterly reporting on your SPA activities, report form found [here](#).
- Monitor state legislation and policy priority issues or designate SPA committee members to monitor. *Tip: This may be done by signing up for coalition partners' email listservs that provide regular info and updates on issues.*
- Maintain on-going communications with the section(s) in your state. *Tip: SPAs have done this by any combination of: creating a listserv, seeking out opportunities to speak at section events, contributing articles for section bulletins, hosting policy briefing calls, running SPA committees, and building relationships with section leadership.*

- Work with sections to ensure section specific policy positions are consistent with [NCJW's Resolutions and Principals](#). *Tip: Use the National office for support.*
- If you have a co-SPA, establish regular communication and coordination to manage the above SPA responsibilities. *Tip: Consider scheduling a regular meeting time.*

Other things SPAs often do:

- Fill out the SPA reimbursement form from NCJW Inc. for allowable expenses. Consult with national staff in advance of expenses. While a budget is not required of SPAs, we cannot reimburse expenses without a [reimbursement request](#). Contact Ari Solomon for more information.
- Organize at least one lobby day for NCJW members, this can be at the capitol, in-district, or virtual. *Tip: Co-sponsor a partner's lobby day or conference if you don't have the capacity to plan your own. SPA Lobby Days range from 5 people to 500 people. Consider reaching out to national staff in advance if you would like them to attend your state lobby day and/or provide any trainings*
- Set up an SPA committee of representatives from the sections in your state (i.e. VPs of Advocacy) or, in a single-section state, with interested section advocates to assist with advocacy, identifying and prioritizing issues that will resonate with NCJW members in the state, and to facilitate communication with sections. *Tip: Committees do not have to meet face-to-face; listservs and conference calls can be very helpful.*
- Join relevant coalitions with other like-minded organizations addressing priority issues of concern to NCJW. Represent NCJW on these coalitions or designate a member of the SPA committee to serve in that capacity. *Tip: Coalition dues are usually covered by your SPA budget through NCJW Inc.*
- If your personal circumstances require that you to temporarily step back from your SPA work, please let us know so that we can help you fulfill your SPA responsibilities.
- Share your successes, challenges, or questions on the listserv: SPAs_2020_2023@ncjw.org.
- Establish an action alert plan to be able to quickly mobilize section(s) and members in your state to take action on state issues.
- Encourage members and supporters to sign up for [NCJW Weekly Wrap-Up e-newsletter](#).

Tips on Being an Effective SPA

The keys to being an effective SPA are: education, communication, mobilization, and action. There are many ways to do the job of SPA – and many resources available to help you. Here are some basic tips and some examples of how you might engage the section(s) in your state.

Educate yourself so that you may better educate your sections. Become familiar with [NCJW's resolutions](#) which guide the organization's positions and help us to identify the various issues on which we advocate. Use the resolutions to ensure that the your policy positions and priorities are in alignment with national. If you are unsure, contact the NCJW National office.

Make sure you are signed up to "[Stay Informed](#)" from NCJW National and that you regularly visit www.ncjw.org, [NCJW Facebook](#), and [Twitter](#) for updates on our policy positions, breaking news and interesting readings. Sign up for state coalition listservs on priority issues to the sections in your state so that you can follow developments on those issues.

Examples of How You Can Educate, Communicate, Mobilize, and Take Action:

Educate your sections and communities:

- Keep the sections informed about issues, campaigns, and coalition activities through email updates, action alerts, and section bulletin articles.
- Invite section members (if appropriate) to accompany you or attend coalition meetings and events.
- Offer to speak to sections on issues and ask to be placed on the agenda of section board meetings to provide brief updates on important issues, especially those connected to section services, programs, or interests.
- Write letters-to-the-editor of your local newspaper, especially the Jewish press expressing NCJW's views on issues in the news. Write op-eds for placement in local press.

Involve and motivate sections and members to take action:

- Learn about popular section programs and service activities in order to find connections to policy issues of concern to NCJW. Call attention to those connections to help motivate interest in related policy issues.
- Consider surveying sections and members to find out which issues resonate with them.
- Develop a listserv to quickly inform members and sections about developments on issues and how they can take action.
- Form an SPA committee with representatives from each section and other interested NCJW members. Engage them in finding ways to motivate and activate sections and members on issues of concern.

Join state coalitions — or form one if needed!

- Find out if there are state coalitions in place dealing with the issues of concern to NCJW. Join the coalitions and sign up for their listservs, even if you cannot regularly attend meetings.
- Contact the National office to find out which national organizations are working on which issues. Reach out to local or state affiliates of those organizations to partner with them on issues of mutual concern or to form coalitions on issues (if there are none in your state.)
- Stay in touch with single-issue coalition partners to learn about what is happening in your state relative to the issues on which these groups have expertise.

Lobby state and federal legislators

- Introduce yourself to your state and federal legislators and establish relationships with their staff members. (You might provide a copy of NCJW's Resolutions and other resource guides to inform them of our positions.)
- Contact legislators (those who are supportive and those with whom we disagree) to share NCJW's views on pending legislative issues — use emails, phone calls, and visits to share our message.
- Plan state lobby days (be sure to check the legislative schedule) or join other organization or coalition lobby days (if appropriate) in your state capital, district office, or consider arranging for remote meetings with lawmakers over Zoom, phone, or similar platform.
- Offer NCJW expertise, research, etc. to legislators to assist them with the legislation they are sponsoring.

Using the SPA Listserv by emailing: SPAs_2020_2023@ncjw.org

- DO send out information on state legislation you're working on that may be useful to other SPAs.
- DO send out any good programming ideas that you have successfully implemented.
- DO ask questions of other SPAs if you're struggling with a particular challenge.
- DON'T use the SPA listserv to vent about issues relating to individual NCJW members or sections. Contact your SPA co-coordinator to discuss these challenges.
- DON'T send the SPA listserv alerts from other organizations or information about issues that NCJW has not taken a position on.
- DON'T send any articles or op-eds that may be considered partisan (although this is a private listserv, it constitutes official NCJW communication. Articles that are pro- or anti- any particular candidate or political party could jeopardize our tax-exempt status).
 - When in doubt, leave it out! You can always check with one of us to see if something is appropriate to send to the rest of the SPAs.

Additional Tips:

- Consult with past SPAs or SPA committee members in your state to learn about what has been successful in the past in terms of engaging NCJW sections and members, but do not be afraid to try new ideas and strategies.

- Communicate with SPAs in other states. What are they doing? What's working? What's not? Use the SPA listserv and participate in SPA calls.
- Review the Friday NCJW Weekly Wrap-Up emails for advocacy opportunities and Capitol Hill Updates from the National office.
- Talk to your SPA coordinator(s) and the NCJW National office regularly.
- Gather contact information from other partner organizations and coalitions – put them on your mailing list and get on theirs.
- And, importantly, even in the face of adversity be sure to keep smiling, enjoy what you're doing, and remember that you are making a difference!

Working with the NCJW's Government Relations and Advocacy Department and SPA Co-Coordiators

Where to Go for Assistance:

SPA Co-Coordiators Sharon Lipton (jssad@aol.com, 248 875 1461) and Claire Lipschultz (ncjwcaclaire@gmail.com 916 832 0321) are available to help support you in your role as SPA. Please don't hesitate to get in touch with them to discuss challenges or successes in working with your sections or doing your job as SPA. While states are generally assigned to either Sharon or Claire pending if you're a multi-section state or a single-section state, both of them are excellent people to reach out to for questions, guidance, and sharing highlights of your work with.

The SPA Co-Coordiators work very closely with the National staff to provide support to help you be effective in your role as SPA.

Your SPA staff contact is Ari Solomon for general questions about your work, judicial nominations, the network at a whole – or anything related to mobilizing your grassroots or coalition work. If you don't know who to reach out to on staff or in the network, start with Ari and they will direct you to where you need to be.

What We Must See:

- **Legislative Testimony:** SPAs are encouraged to offer testimony on behalf of NCJW in your state legislature. Your SPA Resource Kit contains guidelines and tips for writing testimony. **It is imperative that you provide your testimony to the National office for approval.** Call or email the staff member who covers the issue to discuss messaging that aligns with NCJW's position on the issue. Again, if you don't know who to contact, contact Ari Solomon.
- **Action Emails:** Please make sure to add Ari at asolomon@ncjw.org to your advocacy email lists so the National office knows what you are taking action on in your state. You should also include SPA Coordinators, Sharon and Claire.
- **Election-Related Activities:** As SPA, one of your most important roles is to monitor the section(s) in your state to make sure they do not violate or jeopardize NCJW's tax-exempt 501(c)3 status. **All election-related programs, projects, or activities must adhere to 501(c)(3) guidelines.** Check out [Q & A On NCJW's 501\(C\)\(3\) Status On Election Related Activities](#) for helpful guidelines in determining allowable activities.
- **Personalized Responses from Legislators and Staff:** As SPA, you will communicate frequently about NCJW's issues with legislators. While we do not expect to receive copies of every form letter that you receive in

response, we are interested in any relevant information you may receive regarding the legislators' views on federal legislation of concern to NCJW. Often, you will receive more reliable information than what we are hearing in DC! **Please pass along these responses as you receive them.** This information may be critical to our efforts. Call or email the staff member who covers the issue to discuss the information you have gathered.

What We Like to See:

- New Programs or Projects: Are you planning an exciting program on an issue? Do you need advice on a new project that you hope to develop? Please let us know. We are always looking for program and project examples to share with other SPAs, sections, and coalition partners.
- Advocacy resources you've developed, such as: Day on the Hill Packets, one-pagers, post cards, program guides: We know how hard you work to prepare materials for your advocacy efforts, and we would love to see them! You can upload these on our [SPA Quarterly report](#).

Communications 101

Your success as an SPA rests heavily on communication with decision-makers, the NCJW National office, coalition partners, and your grassroots network: NCJW section(s) and advocates in your state. Much of your communication will occur through email and other online tools (i.e. Facebook, Mail Chimp, Twitter, etc.). At times, however, phone calls or faxes may be preferable. Making a personal call—either to a section leader or a decision-maker—is often more effective than an email. This document first provides ideas of best ways to communicate with section leaders, and then tips for community leaders and legislators.

The NCJW National office communicates with SPAs in several different ways, via the SPA listserv, monthly calls, and in-person trainings. Be sure to read all communications from the NCJW National office and, when appropriate, share it with your sections and/or SPA committee. If there is something you would like to share with the SPA network, please use the SPA listserv.

Communicating with Sections

One of your first tasks as SPA is to introduce yourself to the section leaders (including, but not limited to presidents, presidium, and VPs of advocacy) in your state to let them know that you are available as a resource. During the triennium, if section leadership changes, make sure to introduce yourself to new leaders. Consistent communication with section leaders is vital to establishing strong relationships with sections and ensuring that sections take an active role in advocacy efforts in your state.

Here are some ideas for maintaining effective communication with sections:

How:

- **Emails** are the easiest way to keep sections informed and updated about legislative news. Please develop and circulate your own NCJW alerts on state legislative issues. You can base them on alerts sent out by other groups, but you should personalize them to reflect NCJW's brand and message. Be judicious in the timing and number of your emails so as not to inundate those on your action list.
- **Under no circumstances** should you ever forward an alert on a federal issue from another organization. Rather, urge members from your state to sign up directly with NCJW to receive time-sensitive federal alerts.
- **Phone calls** should be used to follow up on action alerts when time is of the essence, or when you want to establish more personal contacts. Also, if you have members who do not have access to email, you may want to establish a phone tree to alert them about important issues.
- **Updates** may be written for placement in section bulletins regularly. This is a cost-effective way to reach NCJW members and supporters across your state. *Remember to obtain bulletin deadlines from sections at the start of the club year. Because of the lead time that bulletin editors often require, this is not the best place for action alerts!*
- **One on one meetings** with advocates and leaders are a great way to get to build relationships, mentor emerging leaders, and identify the role they'd like to play in NCJW's advocacy efforts.
- **Section visits** in order to speak at a section board or general meeting are effective ways to highlight SPA activities and advocacy priorities.

- **SPA newsletters** are another great way to keeping sections informed of the issues and priorities on which you are working. Sections will often use segments of your newsletters for their bulletins. Email the SPA listserv to ask SPAs for examples of electronic SPA newsletters to use as a template.

Who to regularly communicate with:

- Section leaders should receive copies of everything you send to their members
- Section vice president of public affairs and other leaders who deal with advocacy and issues (such as section vice president of community service and of publicity and/or bulletin editor)
- SPA committee in your state
- NCJW Inc. board members residing in your state
- ***NCJW National and SPA coordinator(s) should receive copies of everything you send to sections.***

When to communicate with the audiences listed above:

- Before a legislative session, solicit section input on upcoming legislation and issues.
- During a legislative session, keep sections up-to-date with regular updates and action alerts.
- Regularly as needed, schedule an SPA committee meeting in person or by phone when possible to reach the sections through their appointed SPA committee representatives.
- To follow up on action alerts to ensure that sections have taken appropriate action and to determine if further action would be helpful.
- At a state lobby day or in-district visits.

IN A SINGLE SECTION STATE

SPAs in single section states face a unique situation. In some ways, your task is easier because you only have to focus on one section. In other ways, it is more complicated. Lines of responsibility and accountability are more difficult to separate between section officers and the nationally appointed SPA and thus require early clarification to ensure success and cooperation. It is important to meet with section president to discuss decision-making process and ways to communicate about advocacy issues and policy positions. It's best to work in partnership with section presidents.

Work closely with section leadership – particularly those filling similar roles to you. In a single section state, the two of you in many ways *job share*. In a state with multiple sections, the SPA has a distinct role, that of coordinating all state efforts. In a single section state, this is not necessarily the case. In reality, you and section leadership might share a similar job description. You *must* negotiate *in advance* the division of job responsibilities between you and the VP—this should be a mutual decision so that you are not duplicating each other's efforts or creating confusion or conflict. Similar roles are sometimes called: VP of Public Relations, Advocacy Chair/VP of Advocacy, VP of Policy, Communications VP/Chair, among others. Since every NCJW section uses slightly different titles, look to the president(s) for guidance on who to connect with. If the section(s) in your state have an executive director or other paid staff, make sure to reach out to them as well to determine separation of work duties and communication expectations. *Remember, people in those roles are also committed to advancing NCJW's mission so it's in everyone's benefit to establish a positive and effective working relationship early on.*

Some possible job divisions include:

- The SPA handles federal and state advocacy while the VP does local advocacy.
- The SPA attends state coalition meetings, while the VP coordinates grassroots activity to support coalition efforts.
- The SPA works on developing an advocacy presence with legislators outside of the section's district while the VP concentrates on those representing the section's district.

Regardless of how you divide responsibilities, **be clear and specific and communicate regularly**. As SPA, you will be the primary contact with the NCJW National office when it comes to advocacy and policy. You will therefore need to have clear and open lines of communication with the section leadership to keep each other apprised of your activities. **If you work together, you will be twice or thrice as effective, in addition to saving both of you many headaches down the line.**

Communications with Community Leaders and Public Officials

Contacts—the more you have, the more effective you'll be! You never know who your allies will be on any given issue, so it is important to cultivate relationships with community leaders, public officials, and decision makers. Remember, as a multi-issue organization, NCJW often works with individuals and organizations who we might not see eye to eye on with other issues, but we strive to find common ground where it exists.

Keep the NCJW National office informed about your contacts to enable more effective communication in our federal advocacy efforts.

State and Local Officials

- The general rule is that each section should develop and maintain contact with locally elected officials. SPAs should coordinate contact for officials appointed or elected statewide.
- It may be helpful to assign SPA committee members from each section to develop relationships with local legislators.
- **Always make it clear that as a 501c3 non-partisan organization, NCJW does not endorse candidates for election or political parties at any level.**

Non-Elected Leaders and Officials

It is critical to remember that it is not only elected officials who can help you achieve your advocacy goals. Consider the impact you can make when the following types of individuals are familiar with NCJW's work and advocacy priorities:

- Leaders of other Jewish organizations or synagogues—many have legislative action committees.
- Officers and activists from other women's organizations.
- Leaders and activists from single issue groups, such as Planned Parenthood, National Immigration Law Center, local reproductive justice groups, etc. Even if NCJW's primary legislative focus does not match theirs right now, you never know when you might need their help.
- Academics from local universities who are also active in the community. Such individuals often wield great influence and may have key expertise to share.
- Staff in governmental offices and departments as well as state legislative staffers.

- Any special commissions, e.g., Commission on the Status of Women, etc.

The list of people who might help achieve NCJW advocacy goals and whom, in return, NCJW can help, is endless. Not everyone may help all the time, but you never know until you ask. Often, the person who says “no” might say “yes” on another occasion. Be persistent!

NCJW SPA Budget Instructions

NCJW is committed to maintaining a strong and effective advocacy program, and the SPA network is an essential component of that program. The SPA network work is funded as a budget line in the NCJW, Inc. budget. It is important that the SPA budgets are submitted at least a month prior to the end of the NCJW Inc. fiscal year (June 30). Here are the instructions for preparing SPA budgets. Please contact the National office if you have any questions.

STEP 1: PREPARE A YEARLY BUDGET (Refer to Budget Form)

SPAs will not be considered for further reimbursement if they do not submit a budget by the deadline. Please contact the NCJW National Office for up to date deadlines.

Before preparing your budget, it may be helpful to:

- Talk to the previous SPA if appropriate.
- Consult with your co-/vice chairwoman (if applicable), your SPA committee and presidents of your local sections.
- Review previous budgets, available from the National office.
- Develop a program plan for the duration of the year so that you can estimate expenses as closely as possible.
- Ensure that your records are accurate and up to date.

Expenses: The following expenses should be included in your budget and may be reimbursed by NCJW, Inc. ***Please keep the total reimbursement request under \$500. Consult with national staff if this is not possible.***

SPA Communications expenses:

- Online email platforms, such as MailChimp to send out advocacy-related emails;
- With legislators and other officials — email or fax is the best way to communicate with decision-makers;
- With the NCJW National office and SPA coordinators;
- Relevant phone and fax costs;
- Stationery, business cards, printing, and supplies.

Note: Sections, not SPAs, are responsible for the cost of direct mailings to their membership.

Travel and expenses for trips to your lawmakers office:

- Room rental for committee meetings, programs, etc.;
- Transportation to lawmakers offices;
- Materials related to advocacy and lobbying.

*Note: These expenses should be offset by fees charged to participants, section financial support, partner organization, and other means. Please consult with national staff **well in advance** of a lobby day to ensure expenses will be reimbursed.*

Other expenses, such as (but not limited to) the following, may be included in your budget:

- Coalition dues (not more than \$100 per coalition);
- Business cards for SPAs (we generally won't reimburse this expense for SPA committee members);
- Purchase of ads in local publications;
- Visiting NCJW sections in the state;
- Contributions towards coalition events (not more than \$100 per event);
- State Legislative Day (most costs offset by registration fees).

In general, we want to support you in your advocacy work and understand that there are often financial costs associated with that. When in doubt, reach out to staff early and often to ensure your proposed expense will qualify for a reimbursement.

Revenue: Revenue sources to offset direct expenses may include

- Local section donations;
- Registration fees for lobby days, educational events on policy priorities, and advocacy trainings;
- Underwriting that covers specific events like legislative days or programs.

Travel to Annual National SPA training:

You will be reimbursed for your travel to attend SPA trainings annually provided that you participate in the entire training. Please try to make your arrangements as far ahead as possible to obtain the best and least expensive fares. Travel costs include airfare, auto mileage, or train fare to in-person gatherings and will be discussed by national staff well in advance of the gathering. ***This expense should not be included in your \$500 SPA budget, but after the 'net expense' line.***

STEP 2: SEND A COPY OF YOUR BUDGET TO:

Ari Solomon, NCJW Judicial Nominations Campaign Manager
National Council of Jewish Women
2055 L St, NW, Suite 650
Washington, DC 20036
Phone: 202 396 1642
Email: asolomon@ncjw.org

STEP 3: Reimbursement

NCJW will review each budget to ensure that only allowable expenses are included and that the amount requested is within the SPA budget line. You will be notified once your budget has been reviewed.

Reimbursements will be authorized upon receipt and approval of the SPA reimbursement form and all valid, related receipts. NCJW will make every effort to reimburse all approved expenses and will use SPA budgets as a guide. The reimbursement form follows the budget form. If you realize after your budget is submitted that you may need additional funds to accomplish your SPA goals during the year, you may make a special request at that time to Ari Solomon.

STEP 4: ADMINISTRATION

- Keep your budget records up-to-date at all times. Send receipts for approved expenses to the NCJW office for reimbursement once you have a receipt. NCJW's fiscal year ends in June and all requests per fiscal year must be submitted before then, but **do not wait until the last minute to send in your reimbursement request.**
- Report on the status of the budget to your state's SPA committee.
- Keep track of any in-kind contributions you make and/or receive. Many SPAs have access to such services as photocopying, faxing, etc. and therefore do not need to include funds for these activities in their budgets. It will be important for your successor to know about these budget omissions in case she does not have access to these same services.
- Keep track of expenditures made on direct lobbying and grassroots lobbying on federal issues. This is necessary for NCJW's tax records.

STEP 5: TRANSFER RESPONSIBILITIES

When a new SPA takes over in your state, all records must be transferred. It is important that all records be up to date when the transfer occurs.

NCJW SPA Budget Proposal Form

Please send a copy of your anticipated yearly budget, by email to asolomon@ncjw.org or by mail to: Ari Solomon, NCJW, 2055 L Street, NW #650, Washington, DC 20036.

State:
Name of SPA Filing Budget:
Mailing Address:
Phone:
Email:

Description	'20-21 Actual	'21-'22 Proposed
Revenue		
Registration fees:		
Underwriting from Donors, or Sections:		
Other revenue (please describe):		
Total revenue:		
Expenses		
Room Rental Costs:		
Program Materials or Speaker Costs:		
Food:		
Public Relations:		
Transportation to state capitol:		
Coalition Dues and Activities:		
Copying, Postage, Phone, *Fax		
Supplies (stationary, business cards, ect):		
Other expenses (please describe):		
Total expenses:		
Net expenses (total expenses minus revenue):		

Please note any free services to which you have access that would otherwise be covered in the budget (fax, photocopying, etc.):

Additional Comments:

In addition, for compliance with federal laws governing non-profit advocacy, please estimate the percentage of time and expense you spend on direct lobbying or grassroots lobbying on federal legislation.

Grassroots lobbying is lobbying to influence public opinion and direct lobbying is lobbying to influence a legislative body. An example of grassroots lobbying would be a mailing of a letter to **section members** to ask them to take action on a position for which you are advocating or an action alert printed in your bulletin. An example of direct lobbying would be a letter to a **lawmaker** or another decision maker stating NCJW's position on an issue.



Direct lobbying %	=
Grassroots lobbying %	=
Non lobbying %	=
Total	= 100%



NCJW Government Relations and Advocacy Department

The NCJW Government Relations and Advocacy Department coordinates all of NCJW's public policy work, representing the organization to Congress and the Administration. In addition, the office is a resource on advocacy and public policy work for NCJW members and sections. The Government Relations and Advocacy Department:

- Monitors legislation, public policy, and the federal judiciary and advocates on behalf of NCJW's concerns;
- Represents NCJW on national coalitions;
- Works with Washington representatives of major Jewish and other national organizations;
- Coordinates Advocacy Network and the national legislative activities of the State Policy Advocacy (SPA) network;
- Provides resources and assistance to SPAs, sections, and action teams on federal, state, and local legislation;
- Creates talking points, action alerts, and policy and training resources;
- Publishes Capitol Hill Updates; *and*
- Coordinates NCJW advocacy and organizing programs that educate and mobilize NCJW's grassroots.

Get to know the Government Relations and Advocacy Team:

 <p>Jody Rabhan (she/her) jrabhan@ncjw.org Chief Policy Officer</p>	<p>Jody serves as NCJW's Chief Policy Officer, leading the organization's advocacy efforts in the nation's capital and playing a key role in mobilizing effective grassroots work on priority issues and campaigns around the country. She has represented NCJW for more than 15 years, serving on national coalitions concerned with civil rights, economic justice issues, intimate partner violence, gun violence, and human trafficking, among other issues. She is a speaker and trainer on public policy and legislative issues for groups throughout the country, including Jewish communal organizations and secular advocacy groups. Jody received her MSW in Social Work from the University of Maryland, MA in Jewish Studies from Baltimore Hebrew University, and BA in political science from Boston University. She lives with her family and cat in Bethesda and can be found teaching fitness classes in her spare time.</p> <p>Come to me for:</p> <ul style="list-style-type: none"> • Policy, issues, politics, and advocacy on Capitol Hill and in the states • 501c3 inquiries • Any NCJW specific questions, current or historical
 <p>Faith Williams (she/her)</p>	<p>Faith Williams is the Associate Director of Government Relations & Advocacy at NCJW. Faith works on issues related to civil rights, economic justice, LGBTQ, and immigration policy. As a member of the legislative team, she represents NCJW at legislative strategy coalitions, works with grassroots staff to develop materials and alerts for state and national action, and works with coalition partners to advance progressive policy.</p> <p>She is also the staff coordinator of Promote the Vote, Protect the Vote initiatives. Prior to joining NCJW, Faith spent more than five years in Deloitte Consulting's Federal Practice, specializing in business transformation and project management. She hails from Bucks County, Pennsylvania, and is a proud graduate of George Washington University, where she received a Bachelor of Arts in Political Science and a Master of Public Policy.</p>

<p>fwilliams@ncjw.org Associate Director, Government Relations & Advocacy</p>	<p>Come to me for:</p> <ul style="list-style-type: none"> • The latest action in Congress and the Administration • Policy and legislative analysis • Lobbying 101
 <p>Ari Solomon (they/them) asolomon@ncjw.org Judicial Nominations Campaign Manager</p>	<p>Ari Solomon (they/them) is the Judicial Nominations Campaign Manager at NCJW. Ari manages NCJW’s grassroots initiatives around the federal judiciary, the Courts Matter Coalition Network, and the State Policy Advocate Network. As a member of the Government Relations and Advocacy team, they represent NCJW at judicial strategy coalitions and work with NCJW sections and Courts Matter Coalitions to expand and deepen their capacity to take action in their communities.</p> <p>Prior to joining NCJW, Ari became a seasoned organizer working on everything ranging from ballot measures to union organizing to community organizing around LGBTQ issues and violence reduction. They are a graduate of the University of Puget Sound, where they received a B.A. in Comparative Politics and Gender and Queer Studies.</p> <p>Come to me for:</p> <ul style="list-style-type: none"> • Questions on the State Policy Advocate (SPA) Network and NCJW Action Teams • Questions, updates and action items related to the federal judiciary, and judicial nominations • Courts Matter Coalitions, field engagement around the federal judiciary
 <p>Shannon Russell (she/her) srussell@ncjw.org Legislative Council</p>	<p>Shannon leads federal advocacy efforts surrounding the priority issue of reproductive health, rights, and justice. In this capacity, she meets with members of Congress, their staffs, and administration officials to discuss pending legislation and regulations; creates written materials such as talking points, action alerts, press releases, and opinion pieces; and manages relationships with coalition partners and NCJW advocates across the country. Her portfolio also includes health care and religious freedom issues.</p> <p>Shannon graduated from the George Mason University School of Law with a J.D. in May 2018. During law school, she worked with policy staff at the Center for Reproductive Rights, NARAL Pro-Choice America, and the Senate Committee on Health, Education, Labor, and Pensions. Shannon also served as a health law research assistant and Senior Research Editor for the George Mason Law Review, publishing pieces in this journal and The Green Bag.</p> <p>Come to me for:</p> <ul style="list-style-type: none"> • Reproductive health, rights, and justice policy • Questions, updates, and action items on religious freedom and health care • Questions on Government Relations & Advocacy internship/fellowship program

