

MEMORANDUM

TO: UUSJ Board of Directors (Current and Future)
FROM: Serena Lowe, Chair, Policy & Advocacy Review Committee
RE: Recommendations of the Policy & Advocacy Review Committee re:
Policy Priorities and Organization of Policy & Advocacy Work to
Assure Maximum Success
DATE: June 25, 2021

The following memorandum provides a series of recommendations that will be submitted to the new UUSJ Board of Directors as part of the organization's new fiscal year on July 1, 2021. The current Board of Directors is receiving an advance copy of the recommendations and will be provided an opportunity to discuss them and provide feedback during the UUSJ Annual meeting on June 26th.

As a reminder, the Policy & Advocacy Review Committee (PARC) is a relatively new special committee created as an outgrowth of the Special Committee on Advocacy Oversight & Sustainability, which commenced in early 2020. The PARC was established during the [December 2020 board meeting](#)¹ of UUSJ, and currently includes board members Serena Lowe, Sean McCarthy, and Tanner Wray. UUSJ Executive Director Pablo DeJesus also contributed substantially to the thinking of the PARC over the past several months. Serena Lowe is expected to continue chairing the PARC until its full purpose is achieved, or the Board ends this Special Committee or decides to replace its members.

The PARC has focused on the following activities since its inception in December 2020:

- Review the Priorities Survey Data regarding UUSJ policy priorities for 2021 and beyond, as well as review the priorities set forth by each of the current four Policy Action Teams.
- Review requests for policy action by UUSJ on areas that fall outside the specific priorities laid out in the 2020-21 UUSJ policy agenda, and make a recommendation to the board upon how to proceed in responding to each requested action. Specific requests that have been brought to the PARC for input include:
 - Position on use of the filibuster as it related to voting rights legislation in the Senate.
 - Recent weigh-in on Actions of Immediate Witness (AIW) for General Assembly, including:
 - UUA's Action of Immediate Witness regarding voting rights (PARC recommended endorsing). [NOTE: This passed the first round of voting with 887/890 votes and was elected in the second round with 98% approval for final vote and approval in a third and final round on Saturday June 26th.]
 - UUJEC's Action of Immediate Witness for GA 2021 (PARC recommended not endorsing at this time, but only because this AIW contained a reference to a few legislative proposals like Medicare for All that UUSJ has not taken an official

¹ <https://uusj.net/wp1/wp-content/uploads/2021/06/Proposed-Advocacy-Oversight-Motion-December-2020.pdf>

position on and so members of the PARC felt it would be premature to endorse it).

- Additionally, the PARC was asked to provide some recommendations on metrics UUSJ can consider using in the future to measure its effectiveness in the advocacy activities and models it is investing in.

The remainder of this document outlines the PARC's recommendations related to policy priority options, observations related to UUSJ's advocacy activities, and strategies for evaluating the effectiveness of the organization's advocacy program in the future. Additionally, as a point of order, the PARC can and intends to continue as a special committee under the existing governance policies for as long as the new Board of Directors finds it to be of use. The membership is expected to change, as is the case with all Board Committees. At that time, the current or new PARC Chair will suggest a new slate of members to the Executive Committee. It is anticipated that a PARC will continue to exist, as will the [policies](#)² approved by this board in 2020 regarding advocacy oversight and implementation, until such time in the future as these policies are amended or replaced by the future Board of Directors.

Policy Priorities

As informed by our membership during the previous membership survey completed in 2016, UUSJ currently has **four (4) priority policy areas**:

1. Environmental and climate justice,
2. Immigration justice,
3. Economic justice; and
4. Democratic process.

In January 2021, the Policy Action Teams each submitted their short-term and longer-term priorities for the new Biden Administration and 117th Congress. While each policy team had a slightly different way of organizing their priorities, a [summary document](#)³ outlining UUSJ's policy priorities was prepared to share with the incoming Biden administration officials and the new Congress. During the past six month transition process of the UUSJ's Board of Directors, this summary document has served as our policy platform, guiding our policy and advocacy work in 2021.

At the same time, the PARC conducted an in-depth analysis of the data collected from the 2021 Membership Survey to inform potential changes to the UUSJ's policy agenda in the future. A [synthesis](#)⁴ of the data analysis was published on June 2nd as part of the UUSJ June 2021 e-newsletter. As it relates to the organization's policy agenda, we learned that a majority of the survey respondents⁵ felt that Racial Justice should be a top policy and advocacy priority area for UUSJ, followed by Climate Justice,

² <https://uusj.net/wp1/wp-content/uploads/2021/06/Proposed-Advocacy-Oversight-Motion-December-2020.pdf>

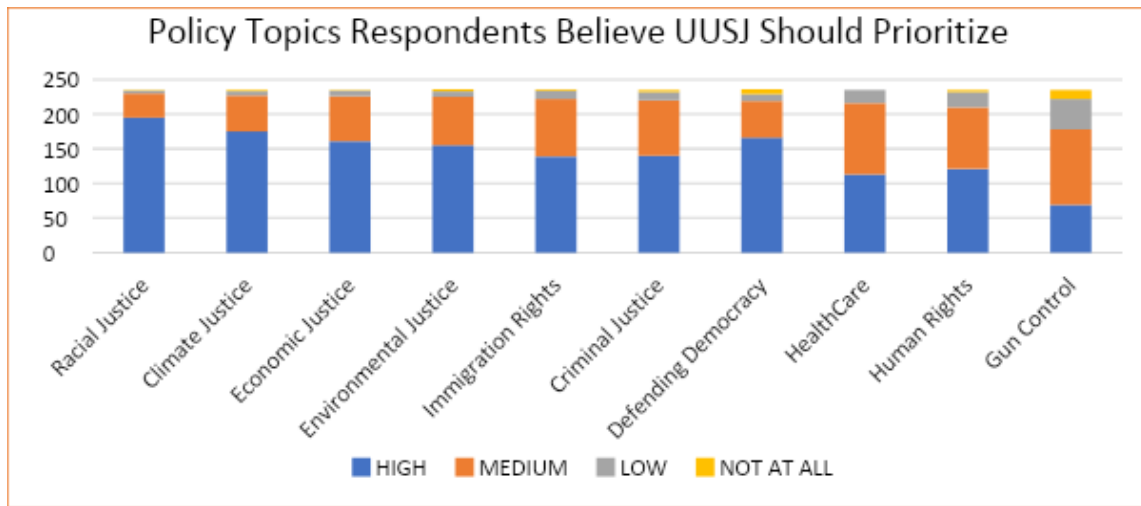
³ <https://docs.google.com/document/d/1t7IFM1itVneyNwp5KDSuOnsDEUrhj2tRDozPqjITThk/edit?usp=sharing>

⁴

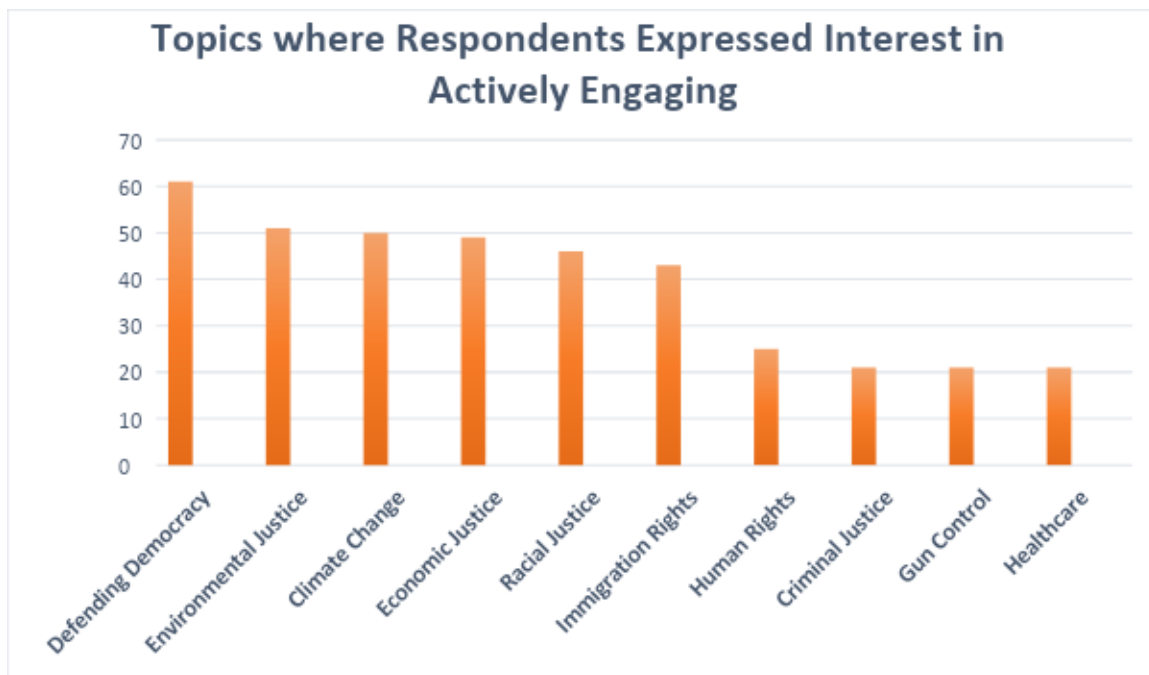
<https://uusj.net/wp1/wp-content/uploads/2021/06/UUSJ-Survey-Summary-Results-2020-2021-1.pdf?eType=EmailBlastContent&eld=d3e700b3-ed01-459a-b186-ba577b1b066e>

⁵ Out of a total of 237 respondents, 62% identified as members of UUSJ (38% non-members); 90% identified as being affiliated with a UU Congregation (10% not affiliated with a UU fellowship; and 39% identified as living in the DMV area (in stark contrast, 61% are outside the DMV area).

Economic Justice, Environmental Justice, and Defending our Democracy. Immigration Reform and Criminal Justice followed in terms of interest level, with less interest being expressed for Human Rights, Health Care, and Gun Control.



Similarly, when people were asked about areas they would like to get engaged in, the rankings of the issue areas were similar in nature:



There were several limitations in the survey questions posed that could have impacted participants responses, including:

- Lack of clear definitions clearly delineating each policy priority area from another. Thus, given the number issues that could be included under “climate justice” (environmental justice,

economic justice, racial justice), it was difficult to discern whether individuals who selected climate justice found it to be synonymous or encompassing one or more of the other categories.

- There lacked follow-along questions to better understand what specific policies under each of the categories offered respondents were interested in UUSJ honing in on and prioritizing. Thus, in the case of Racial Justice, while it was the highest among respondents in terms of policy priority categories, we have no additional information on what was driving this (Black Lives Matter, voting rights, systemic discrimination, cultural addressment around White Supremacy, etc.). For example, since criminal justice was ranked 7th in the prioritization exercise, this suggests that there was no correlation in terms of the increased interest in racial justice and criminal justice, or the Black Lives Matter Movement. This is striking given the explicit connection being made by Black Lives Matter to the issues of both racial injustice and the criminal justice system.
- There were no questions determining whether the prioritization was from the lens of actual policy reforms, advocacy activities, serving as a witness, or educating the public.

Policy Options

Given these limitations, the PARC is reluctant to make significant recommendations to the new Board of Directors with respect to changes in policy priorities. Additionally, the close numbers of interest across various priority areas, coupled with UUSJ's capacity challenges in maintaining momentum of the four existing priority areas, suggests the need for a more critical conversation over how to strike a balance between addressing the interests/wishes of the membership and maintaining a scope that is manageable given UUSJ's current staff and volunteer resources.

As such, the PARC offers three options for the new Board to consider in terms of updating the UUSJ Policy Agenda:

Option 1: Retain the existing four Policy Action Teams, and add a fifth one on Racial Justice

The advantage of this option is that it allows UUSJ to continue to prioritize the four policy areas it has in recent years while simultaneously addressing the overwhelming push from members who participated in the survey to prioritize Racial Justice as the top policy priority area for the organization. And as UUSJ grows nationally -- and actively seeks volunteers in a new way, with new energy and focus -- this might be possible.

However, this would require a strong commitment among the volunteer leadership of the existing policy action teams to work to reduce the level of effort required of staff on a monthly basis, and simultaneously build a larger base of advocates ready to serve on the policy teams and help plan the regular advocacy activities for that policy team. Additionally, UUSJ will have to be very intentional in identifying volunteer leaders, partner organizations, and volunteer advocates to build a strong Racial Justice policy action team. Given the difficulty that UUSJ has faced previously in identifying and sustaining an adequate number of volunteer leaders and advocates to support the work of the existing four policy action teams, it seems daunting to maintain the four existing teams let alone create a new one.

Additionally, the PARC cautions UUSJ from overextending itself and not giving the level of intentionality that taking on a new policy action team on Racial Justice is so deserving. Throwing together a policy action team that lacks strong vision, leadership or volunteer commitment could be perceived as not taking the importance of the work around Racial Justice at a federal level seriously.

Option 2: Remove 1-2 of the existing Policy Action Teams and replace it/them with a new Policy Action Team on Racial Justice.

If this option is pursued, several factors must be considered in terms of what policy action teams to let go of, including the following:

- Decisions regarding adding and removing policy action teams need to also take into account the level of volunteer support we have in managing the work and level of effort required for each policy priority issue area that UUSJ takes on. For example, the Immigration Justice Action Team, which scored among the lowest of the four existing action teams. However, it is currently the most efficient, well-managed policy action team of any of the existing teams, and serves as a strong model for how policy action teams should run for the organization. In contrast, while Economic Justice ranked third among priorities in the survey, it currently is led by the Executive Director and one Board Member (Serena Lowe), and is based heavily on supporting the work of partners representing impacted communities (Poor People’s Campaign, for example). Thus, the new board will have to factor in not only where the membership wants to head in terms of policy priorities, but what priority areas the volunteers doing a large percentage of the work are most committed to.
- Behind Racial Justice, Climate Justice came in as the second most popular priority area that participants wanted UUSJ to focus on. UUSJ could consider collapsing the existing Environment Action Team and Economic Justice Action Teams into one, focusing on the economic and environmental challenges caused by climate change. It is possible that there would be push-back from the existing Environmental Action Team, who covers a much larger agenda beyond climate justice issues. This might increase action team turnover, or shedding of volunteers. The team might even go dormant for a period, and require a rebuild. The board would have to be ready for this possibility. There would certainly be implications for both the environmental justice and economic justice priorities if the organization decided to pursue this angle, as cuts to the existing priorities for both of these teams would have to be made to hone in more specifically on environmental and economic consequences created by climate change.

Similarly, racial justice and economic justice could be combined. As with environmental justice, there is much overlap between the two, especially when framed in Dr. King’s philosophy of Beloved Community and acknowledgement of the Triple Evils. Specifically when tied to accountable relationships with impacted communities, UUSJ partners, and its moral owners. At least one of UUSJ’s accountable partners, The Poor People’s Campaign, makes the intersectional

through line very explicit.⁶ (Again, UUSJ must determine if the survey results imply legislative and policy engagement, or internal and community directed anti-racism work, and perhaps both.)

- The Democracy Action Team has gone through two significant changes. First during its inception in 2019, prior to the formal formation and announcement of UU the Vote, in being given the agency to decide if it wanted to focus on election related engagement (voter mobilization to get better decision makers in office) or the legislative aspect of healthy democracy. Then in 2020, as it transitioned away from election-related activity towards a focus on threats to the legislative process, as dictated by the area of work. Note, the democracy action team emerged from the 2019 UUSJ membership survey and after the 2016 elections when several constitutional norms that we had all taken for granted were now being put at grave risk. Moreover, despite the change in administration, several issues have already arisen around the use of the filibuster. Thus, while some may have assumed this policy area would have been more dormant during 2020, it remains clear that there continues to be democratic constitutional principles still at risk that would necessitate continued focus in this area. And especially so, as the action team is engaged heavily in the legislative aspect of its portfolio.

Nevertheless, the board of directors could consider, whether, like racial justice, these issues merit that the policy priority be one of the UUSJ's top policy priority areas, or whether it should be a topic embedded into all of the policy action teams as appropriate, for its intersectional nature.

Option 3: Maintain the existing four Policy Action Teams (Economic Justice, Environmental Justice, Immigration Reform and Democracy in Action), but require a racial justice component be embedded into each of the Policy Action Team's approach to their work.

Requiring a strong focus on diversity, equity, inclusion, and intersectionality in all existing policy action teams is something that many partners would assert should already have been happening, in addition to UUSJ prioritizing the topic in terms of federal policy priority areas in the future. It could be argued that this third option is in direct alignment with the 8th principle, particularly if the policy action teams put tremendous effort and reflection into looking at their specific work primarily through a racial justice lens rather than as an afterthought.

Given the overwhelming support of respondents that prioritized racial justice over all other policy priority areas, there is a concern that if UUSJ does not have a separate policy action team focused solely on racial justice, that it could be criticized for not elevating it in the same way that other policy priority areas traditionally have. So, it would need to be carefully communicated with intention to UUSJ's members and moral owners the intent of taking this approach to embed in a significant way the issue of racial justice as the driving force behind all of our policy work. However, without really understanding what drove respondents to prioritize Racial Justice in the survey, we have no way of knowing whether embedding Racial Justice as a priority within each of the existing policy action team areas would suffice.

⁶ In the Poor People's Campaign: A National Call for Moral Revival, legislative work here might include the PPC's third reconstruction, the Commission to Study and Develop Reparation Proposals for African Americans Act (H.R. 40), Justice in Policing Act or the Breath Act, Justice For Black Farmers Act, redlining, predatory lending, pay-day loans, Ending Cash Bail, disproportionate educational debt among BIPOC students.

PARC Recommendation to New Board of Directors re: Prioritization of Federal Policy Priority Areas for 2021-2022

The PARC believes more information is needed before making any major operational decisions on the creation/deletion of policy action teams. Thus, the PARC recommends that the existing policy agenda be maintained for a short transition period as the following information-gathering activities be conducted to better inform the new Board of Directors on how to proceed:

- Follow-up with respondents to the survey who prioritized Racial Justice as their first policy priority area to pose 2-3 additional questions to gather additional insights into what was driving that choice, and what specific areas of policy did they have in mind when they made this decision.
 - For example, if we find out through additional follow-up surveying that individuals were thinking about voting rights, criminal justice reform, disparities in wealth and social determinants of health across race, and/or the disproportional impacts of climate justice based on race, we would be able to demonstrate how to embed racial justice with integrity into UUSJ's current priority policy areas.
 - Additional data will also help discern whether the membership and partners consider UUSJ is a diverse, inclusive, equitable organization, and if not, discern if part of the push around racial justice is more related to our members' interests in UUSJ doing internal work and being a vocal advocate for breaking down and dismantling White Supremacy within the UU faith as well as through the federal government.
- Conduct direct conversations/meetings with the leadership of each of the Policy Action Teams and their members to get a sense of the level of commitment that exists moving forward in continuing to drive, enhance and strengthen the UUSJ's work in our existing policy priority areas.
- Identify, reach out to and cultivate partners representing impacted communities to better understand where and how they see UUSJ contributing in the most beneficial way to moving policy priorities of mutual interest forward.

Should the new Board approve of this proposal, the PARC could work with the Executive Director to conduct these activities, and then analyze the data and submit a report to the Board of Directors prior to its October 2021 meeting.

If the new Board of Directors wishes to move forward without conducting these additional intel gathering activities, a strong communications plan should be drafted and implemented in conjunction with any decisions that are made so as to clearly communicate the rationale behind adding or deleting any public policy priorities.

Observations regarding the Structure of UUSJ's Advocacy Activities

Since the departure of the volunteer Director of Advocacy in October 2020, the policy action team leads have played a stronger role in helping manage core aspects of planning/completing the monthly advocacy activities during the months that their policy issue is the focus of UUSJ's advocacy efforts. As a reminder, in addition to the PARC, the UUSJ's structure for managing the scheduled advocacy activities of the

organization falls to the Advocacy Implementation & Management Team. The membership of this team is fluid and changes to some degree each month, depending on the policy topic that is being prioritized and the policy action team that will be involved. Typically, the AIM is composed of the Executive Director and his staff, the Chair of the Policy Action Team, and any other individuals from the Policy Action Team and former Advocacy Corps that want to play a strong leadership role in handling one or more tasks/items on behalf of the team. As UUSJ seeks to grow, and fill out additional operational roles, starting with priority survey respondents, the AIM team on any given activity may include other volunteers.

While the PARC has not been asked to provide recommendations for improving, modifying, or sustaining UUSJ's existing approach to advocacy planning, the PARC did want to report with enthusiasm several positive elements that have resulted from the introduction of the AIM, including:

- The Policy Action Teams have incrementally improved the breadth and depth of educational and advocacy activities they have undertaken during various advocacy months in 2020-2021.
- UUSJ has experimented with combining several different advocacy models/activities and have collected data to analyze which of these activities is demonstrating the greatest impact.
- Due to the virtual nature of existing advocacy activities, advocates from other parts of the country have been able to engage meaningfully in the scheduled virtual meetings with Members of Congress and their staff. Additionally, more seasoned members of the Advocacy Corps have become informal mentors, conveners, and strategists to other advocates who are now able to participate in virtual advocacy activities.
- UUSJ staff are getting more comfortable and improving their ability to streamline various planning/logistics/organizational processes around upcoming advocacy and educational activities.
- While the Advocacy Corps' focus has changed slightly, the participants have engaged in meeting other important volunteer responsibilities for the continued growth of the program (for example, flagging follow-up commitments with offices; supporting and mentoring other advocates virtually from across the country; etc.).
- In addition to the advocacy strand of our work, we've also been able to increase our educational activities, working with external strategic partners to co-host informational briefings with national subject matter experts and Congressional champions.

In essence, whilst there were great fears about the future of the organization's advocacy program upon the departure of a full-time seasoned advocacy volunteer leader, the reality is that this massive gap has led to numerous volunteers and leaders stepping up and rising to the occasion in terms of leading various aspects of the organization's advocacy program. And while several lessons have been learned and the organization still has a great deal of work to do to hone its advocacy success, the momentum and dedication of volunteers over the past several months is encouraging.

Once Capitol Hill reopens, UUSJ will have to make some strategic decisions on the following areas:

- Whether or not to continue focusing on one subject every other month or allowing different policy action teams to set their own activities up as policy issues arise under their portfolio that are time sensitive.

- How to revitalize the Advocacy Corps and what model should it take in service to what purpose and occupying what role (focusing on securing letters from advocates outside of the DMV area and dropping them off to the Hill and securing non-constituent meetings) or maintaining constituent-specific virtual meetings or develop a hybrid model or deploying volunteers in a role buttressing action team advocacy.
- Whether or not to build towards in-district/in-state advocacy capacity, as determined by the action team assessment of strategic value.
- Whether or not to continue to sponsor the Write Here Write Now Campaign as a way to maintain strong congregation participation in advocacy efforts, or transition to a more traditional action-alert process, instead focusing on increasing the number of touch-points to the Hill based on individuals. Alternatively, leaving decisions regarding tactical preference to the action teams, as determined by their area of work, partner relationships, and understanding of moral owner needs.
- Whether or not to raise/devote budgetary resources to support the continuation of existing support staff, or work toward building the resources for a full-time governmental relations staff member (and what qualifications this person would need to justify the investment).

Such determinations will need to align with the Executive Director’s UUSJ organizational work-plan, and the vision it sets forth.

The PARC believes it would be valuable for the new Board of Directors to host a series of focus group and town hall discussions with current/previous participants of the Advocacy Corps, participating congregations in the *Write Here, Write Now* campaign, staff, policy action team chairs, external partners, and members of UUSJ in order to hear first-hand the perspectives of various stakeholders about their experiences and what they think works best in terms of impact and reach.

Evaluation Recommendations

The final area that the PARC was asked to advise the new Board on was with respect to how the organization should evaluate the effects of various advocacy activities and investments in terms of advancing UUSJ’s policy priorities. The central goals of the UUSJ advocacy program are to: amplify the voices of the UU Community in the federal governmental process; and pursue and further the UU 5th Principle (The right of conscience and the use of the democratic process within our congregations and in society at large).

In order to measure UUSJ’s effectiveness in accomplishing these goals, it is important to create both process-oriented and outcome-oriented measures to evaluate our value added in (a) connecting UUs with key Congressional leaders and opportunities to advocate for key policy actions; and (b) influencing national policies and actions at the federal level. Any measures developed in the future should be aligned with the organization’s updated vision and mission and be designed based upon the capabilities and resources of the advocacy program. Any measures must also be easily captured through available data or metrics (in other words, whatever we are trying to measure must be measurable).

As this new chapter of UUSJ’s history commences, hard decisions will need to be made as to where to strategically deploy our financial and human resources to effectuate the strongest reach and impact UUSJ can have in advancing its federal policy agenda in solidarity with impacted communities. Unfortunately, the past five months did not provide the PARC a sufficient amount of time to fully consider and bring forth a formal proposal for how best to evaluate the UUSJ’s advocacy program. Should the PARC continue, we recommend it continue the process for identifying and solidifying both process-oriented and impact/outcome-based measures for evaluating effectiveness of the advocacy program on an annual basis. In the meantime, the PARC offers the following interim steps to support the new Board of Directors in making some decisions by the end of this calendar year as to how to proceed in evaluating the organization’s advocacy efforts moving forward.

- Conduct at least three meetings with partner organizations to ascertain what metrics they are currently using to measure success in terms of their advocacy efforts.
- Have the PARC facilitate an advocacy strategic planning session of the Board of Directors, where, among discussing issues related to policy priorities and structuring advocacy activities, members will learn about how to build effective advocacy programs and evaluate their results based upon the following technical resources:
 - *The Elusive Craft of Evaluation Advocacy (report PDF)*; *The Elusive Craft of Evaluating Advocacy (SSIR article)* – Steven Teles and Mark Schmitt
 - [A Guide to Measuring Advocacy and Policy](#) – Annie E. Casey Foundation and Organizational Research Services
 - *Measuring Influence: Advocacy Evaluation Challenges and Successes* – Innovation Network, Inc.
 - *Measuring Advocacy – Yes We Can!* – Matthew Forti
 - *Measuring the Impact of Advocacy: A Framework and Associated Tools* – The William and Flora Hewlett Foundation
 - *PATHFINDER ADVOCATE EDITION: A Practical Guide to Advocacy Evaluation* – Innovation Network, Inc.
 - [A User’s Guide to Advocacy Evaluation Planning](#) – Harvard Family Research Project

Table 1 outlines a sample list of draft evaluation measures that were previously identified by the former Advocacy Oversight & Sustainability Committee that could be used in the future to better assess the effectiveness and success of the UUSJ Advocacy Program in advancing UUSJ’s policy priorities.

Table 1. Representative List of Potential Process-Oriented and Impact/Outcome Measures for Evaluating Effectiveness of UUSJ’s Advocacy Program

GOAL	Process-Oriented Measures	Impact/Outcome Measures
Engaging UUs in Federal Advocacy Activities and Connecting them with Congressional Leaders	<ul style="list-style-type: none"> ● <u>Number of Advocacy E-Alerts or WHWN Campaigns</u> ● <u>Number of Federal Advocacy updates or Advocacy-related Posts/Materials/Resources on UUSJ Website</u> ● <u>Number of Congressional visits scheduled/completed</u> ● <u>Number of Congressional educational policy briefings hosted</u> 	<ul style="list-style-type: none"> ● Increasing the number of individual UUs in key Congressional Districts (Districts of Congressional leaders who are on authorizing or appropriations committees with jurisdiction over UUSJ’s legislative priorities) participating in the UUSJ Advocacy Program ● Increasing the number of individual UUs that become members of UUSJ as a result of their experiences participating in the Advocacy Program (thus, were participants in the Advocacy Program <i>prior to</i> becoming UUSJ members) ● Number of new UU congregations signing up and participating in AC/WHWN activities ● Retention of existing UU congregations outside the DC area who have participated in AC WHWN ● Number of UU congregations in the DMV areas contributing funds to UUSJ (fair share) to support UUSJ ● Number of UU congregations outside the DMV area contributing funds to UUSJ specifically to support the advocacy program, and trend in level of contributions by UU congregations outside the DMV area over time
Increasing Reach and Influence on Legislative Actions at the Federal	<ul style="list-style-type: none"> ● Number of Congressional meetings ● Number of WHWN letters submitted per topic, and number of Congressional offices receiving WHWN letters ● Number of webinar briefings/trainings completed ● Number of debriefing meetings to discuss follow-up actions 	<ul style="list-style-type: none"> ● How many times did the legislators act on the Advocacy Corps/WHWN request? <ul style="list-style-type: none"> ○ Could be measured taking into account the number of legislators who cosponsored legislation after a UUSJ request was made, and how many of the visited legislators voted for legislation in a way that UUSJ requested. ● Number of new external partnerships and collaborations built to further specific UUSJ policy priorities <ul style="list-style-type: none"> ○ Number of briefings that UUSJ co-sponsored or hosted with one or more strategic partners ○ Number of letters UUSJ signed onto as part of a coalition or network of partners ○ Number of advocacy events organized or co-hosted with one or more partners ● Number of issues UUSJ engaged in as a secondary partner to support a strategic partner and/or impacted/disenfranchised communities <ul style="list-style-type: none"> ○ Number of organizations who supported one or more legislative/policy requests led by UUSJ

		<ul style="list-style-type: none">● Number of times (and areas of policy) where UUSJ was asked by Congressional staff to lend additional expertise and present ideas on key policy areas and legislative proposals<ul style="list-style-type: none">○ Policy requests related to our advocacy platform○ Policy requests outside our advocacy platform but related to UU Principles and UUSJ's mission● Increases in Congressional champions for UUSJ policy priorities based at least in part on strong relationship between UUSJ and/or congregation with the Member of Congress
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