

---

# Compensation at JFREJ

## BACKGROUND

*We Are Here* gathered, compiled and synthesized feedback we've received over the years about how the organization should be structured. In conjunction with the proposals around our new structure, members recommended and asked for more clarity, transparency, and consistency in our policies around how and when we pay members and others for JFREJ work.

In fall 2019, we conducted 20 interviews with staff, members, board members, consultants, and allied organizations, and synthesized the feedback and divergent opinions into a new temporary policy. **We plan to implement the new and clarified policies in early 2021 and test them throughout 2021. We will reevaluate in 2022 and make changes based on our experience and feedback throughout the year.**

## VALUES AND VISION

### How we organize and build power at JFREJ

JFREJ is a membership-based social justice movement organization, committed to building a multi-racial Jewish and broader progressive left with the power to build a city where all New Yorkers can thrive. Historically, working class people have built power through giving time and paying dues to create strong movement organizations that have driven transformative change.

In that tradition, JFREJ does not pay members to participate in our work or take on leadership roles. JFREJ members participate for multiple reasons -- because they believe organizing is the best path to their liberation, to be in community with like-minded people, to live their values, to build leadership skills, and even to strengthen their resumes.

JFREJ hires staff so that we can have people with specific skills who are able to devote a large portion of their time and take a long-term view towards our work. The role of our organizing staff is to coordinate and facilitate member involvement. Members may sometimes take on roles that staff also play, including recruiting and orienting new members, developing their leadership, and training them. Together -- as members and staff -- we have to navigate the challenges of remembering that monetary payment does not and cannot actually hold the value of our work. In order to have a leaderful

movement and organization, many many many more people must be involved in organizing roles than solely paid staff.

As part of our new organizing structure, we are striving to distribute the work more intentionally and more widely, with clear expectations about what people are signing up for. Our hope is to have clearer pathways for as many people as possible to participate meaningfully in our work. We are moving away from a model where we invested heavily in a more limited number of people who then took on a more voluminous body of work--that model is both unsustainable for the people taking on the roles and ineffective long-term if our goal is to build power. Because to build power, we need everyone.

## **Our commitment to workers' rights**

JFREJ operates under capitalism and within the nonprofit industrial complex, and we are firmly committed to workers' rights and just compensation in that system. Many of our members are struggling under racialized capitalism -- as working class New Yorkers, as people of color, as gig workers, and as workers in jobs undervalued by capitalism, like artistic production or care work. We recognize that capitalism is harmful and strive to fairly compensate workers. At the same time, the availability of paid roles is based on JFREJ's organizational needs, not individuals' needs.

---

## **MEMBER PAYMENT POLICIES**

These policies answer the question, "In what context and under what conditions might a member of JFREJ be compensated financially for a role they may take on in building JFREJ?"

## **Reducing Financial Barriers to Participation**

JFREJ members participate in a spectrum of organizing, some participating once a year at most, others involved in multiple teams and campaigns at many hours a week. In order to tackle the hardest problems of today, we strive to make it possible for every member to participate at the level that they can and want to, including recognizing financial barriers to participation and doing what we can to reduce them.

To that end, when we are in-person, JFREJ provides food at meetings, supported by donations from members who can afford to contribute (they opt in). Upon request, JFREJ will provide metrocards and childcare for in-person meetings and events for members

who can't afford them. **Members can directly ask an organizing staff member or email their request to [access@jfrej.org](mailto:access@jfrej.org).**

For members with financial need who take on a formal leadership role on a JFREJ leadership team—whether in a campaign, caucus, role network or neighborhood groups—JFREJ will be building out an experimental **Stipend Program** in 2022 (we'll review it within a year of it becoming operational). We will proactively reach out to Jews of color, Mizrahi and Sephardi Jews, and poor and working class people to inform them of this opportunity. **A committee of majority poor or working class board, staff and members will make decisions based on need.**

## Staff Roles

When we have a role that's core to JFREJ's operations, can't be covered by existing staff capacity, and requires more than one month of work, JFREJ may hire permanent or temporary paid staff. This is a shift in how we categorize labor whenever appropriate - from using freelance work to creating temporary staff roles on payroll, in order to ease the tax burden on the worker, and to reflect when roles are core to our operations, in keeping with IRS rules. We strive for pay equity and living wages for all staff positions.

**The Executive Director, with input from the staff, determines JFREJ's paid staff roles.**

As JFREJ grows, the supervising staff person manages hiring processes for new roles in their respective departments, sometimes but not always with input from members. **The Executive Director approves all final hiring decisions.**

Examples:

- New permanent position to close gaps in our development department
- Temporary event planner for annual JFREJ gala

## Freelance or Consultant Roles

JFREJ uses IRS guidelines to determine whether a position is a staff or consultant position (in this document, the terms "freelance" and "consultant" are used interchangeably). If JFREJ hires someone to produce a final product, and the worker has control over how they do the work, they are hired as a consultant. Other good indicators are that the consultant provides similar services to other organizations and that they provide their own equipment to do the work.

To determine whether a position is a paid consultant role or a volunteer role, JFREJ considers whether it requires a level of accountability beyond what we generally expect of volunteers (i.e., if for whatever reason the person cannot follow through it would disrupt our operations and our ability to achieve our goals).

Consultant roles are determined by JFREJ's needs, and JFREJ will communicate at the outset if the position is paid or volunteer. Members may choose to play unpaid roles within the organization that are the type of work they get paid for in their professional life; members may not ask for an unpaid role to be converted to a paid role after the fact.

**Staff will decide within their budgets, sometimes with member input, when freelance positions are needed. The Executive Director will make decisions if positions are identified that are not currently budgeted for. Staff will make hiring decisions for consultants on the projects they're directly responsible for.**

Examples	Applying the Criteria	Freelance or Unpaid?
Phonebanker who offers to do 20 hours a week because they are unemployed	This role does not require higher accountability than a volunteer. If the member becomes unable to phonebank due to their circumstances or interest, it does not negatively impact JFREJ's operations.	Unpaid
Musicians for the annual gala	This role requires a level of accountability not expected of volunteers, because it must be filled in order to make the event a success.	Freelance
Chant leader for campaign action	Although the action needs chant leaders in order to be successful, JFREJ recruits enough volunteers to ensure this role is filled, even if a volunteer becomes unavailable. This role is a campaign leadership development opportunity.	Unpaid
Coordinator for campaign action or cultural event	JFREJ strives to create leadership roles in campaign work and ritual events that are not burdensome to members, and ensure that members who volunteer for these roles are clear on the time commitment they are signing up for. We build in flexibility by having leadership teams so that if one member needs to take a step back, others can fill in for them, so the level of accountability required is that of a volunteer.	Unpaid
Banner maker for coalition action next week	In most cases, art and signs for actions are made by volunteers. In this case, JFREJ has determined that it needs a banner to ensure visibility in the coalition action, and the action is happening very soon. Therefore, the role	Freelance

	requires greater accountability than a volunteer role.	
Photographer at an event	JFREJ often uses photography from events in our fundraising and communications work. Having a photographer be unable to complete their work would negatively impact our operations.	Freelance

Freelancers will be paid on a sliding scale, and are asked to choose a payment level based on their class background and current financial position, including donating their time. In order to consider these questions, freelancers will be asked to fill out the [JFREJ Payment Questionnaire](#). We encourage members with race and class privilege to select the base payment.

Sliding Scale	High Payment	Medium Payment	Base Payment	No Payment
Freelancers	\$150 per hour	\$75 per hour	\$25 per hour	\$0

All freelancers will have a written contract, signed by both JFREJ and the freelancer before work begins. The contract will include an estimated number of hours for completion of the work, and freelancers may bill for up to that number of hours, but not more. Freelancers working events may bill half their selected rate for prep hours. **Staff can negotiate contracts with freelancers about hours and deliverables that fall within their allocated budgets and bring those contracts to the ED for approval and signature.** Where possible, contract negotiations will not last longer than 2 weeks. Contracts will be based on the [JFREJ Contract Template](#). If a consultant opts to receive no payment, the contract is optional. To learn more about the timing of payments, see our [COVID-19 Vendor Payment Policy](#).

There are several freelance roles that are exempt from this policy, because they are necessary to maintain JFREJ's compliance with legal requirements of nonprofits or are related to human resources or staff development, such as JFREJ's auditor, lawyer, or coaches for staff. We strive to work with social-justice-oriented and people-of-color-led firms. We strive to strike the right balance between cost and JFREJ's needs. We share our payment scale for negotiation, and we may pay market rates.

## Products used for fundraising purposes

If an artist is producing an item that will be used for fundraising purposes (e.g. JFREJ will sell a t-shirt designed by the person, or art that will be raffled at the annual event), JFREJ

will pay a one-time license fee to use the art. The artist will also retain the right to use their own art. The price for the license will be negotiated with the artist, and may be donated by the artist pro bono. JFREJ and the artist will sign a contract that specifies intellectual property rights. (For background on licensing art, [see this article](#).)

## Interns

Internships are temporary staff positions that support people to gain skills and experience in JFREJ's work, the nonprofit sector, and the workforce generally. Interns at JFREJ are paid at the rate of \$20 per hour. As temporary staff, they do not receive benefits. JFREJ will attempt to meet requests of interns to receive credit with their educational institution, if applicable. In some cases, JFREJ may not pay an intern directly if their educational institution is paying comparable wages.

## Priorities for Hiring

In all our paid positions (staff, freelance, and interns), we strongly encourage Jews that have been pushed to the margins in Jewish communities to apply; this includes Jews of color, Sephardi and Mizrahi Jews, women and TGNC Jews, and Jews with disabilities.

In general, we prioritize members of JFREJ for paid roles. We therefore strive to publicize all paid positions to our membership in as many platforms as possible. In some cases, we may publicize the type of positions that are available from time to time (e.g. interns, freelance event photographers) with information about how to express interest, rather than announcing each position separately. Once we establish a relationship with a freelancer and develop trust in the quality of their work, we may reach out to them periodically for gigs that come up quickly due to the fast-paced nature of our work. We then try, as much as possible, to spread out the opportunities as they arise.

## Conflict of Interest Policies

JFREJ hires freelancers and temporary staff based on the organizational goals and strategies decided on by staff, with input from members. We will not hire freelancers or provide funding for projects initiated by members outside organizational plans, even though we recognize the value of these projects in the community.

Members who wish to be considered for paid positions on staff or as a consultant must recuse themselves from giving input on decisions about the creation of or hiring for such positions. They may share their perspective with the appropriate staff person, as long as they disclose their conflict of interest.

## HOW TO USE THESE POLICIES

Here are some examples of how these policies may be used:

- **Fundraising** - For fundraising events or efforts, staff identify temporary staff or consultant roles that are needed. Available positions are publicized to the membership, hiring priorities are followed, and freelancers are given a contract and asked to fill out the Payment Questionnaire. If art will be licensed for a fundraising effort, a contract is signed and the rate is negotiated.
- **Arts, Culture & Ritual** - For cultural events connected to campaign work, staff have discussions with members and/or caucuses about priorities, following the Conflict of Interest policies, and identify temporary staff or consultant roles needed, based on the budget and which roles require a higher level of accountability than a volunteer role. Available positions are publicized to the membership, hiring priorities are followed, and freelancers are given a contract and asked to fill out the Payment Questionnaire.
- **Direct Actions & Events** - For campaign events and actions and coordination roles, staff consistently tell members about the options available to remove financial barriers to participation and how to request them.
- **Training, Facilitation, Political Education** - For roles that include training other JFREJ members in skills or political education topics on JFREJ-developed trainings, including anti-semitism, cop and ICE watch, and marshaling trainings, staff consistently tell members about the options available to remove financial barriers to participation, particularly around the deadlines to apply for the stipend program. For trainings that JFREJ has identified as key to its operations, but curriculum does not already exist, JFREJ may hire a freelancer to develop the curriculum. Once developed, that curriculum becomes a JFREJ-developed training, as referenced above.
- **Fee-For-Service Workshops** - For workshops that are fee-for-service, meaning another organization contracts JFREJ to do an anti-semitism or other training, trainers are hired based on the policies for hiring freelancers. Their rate of pay is not tied to the amount of the honorarium that JFREJ requests. The honorarium rate JFREJ requires may take into account the cost of hiring the trainers.

## FEEDBACK

We welcome feedback on these policies and their implementation. If you have input or ideas, please contact Executive Director, Audrey Sasson, at [audrey@jfrej.org](mailto:audrey@jfrej.org).

## **ACKNOWLEDGEMENTS**

This policy was developed by JFREJ Board Treasurer, cory parrish, and JFREJ Executive Director, Audrey Sasson, with advice from Rachel Schragis. Special thanks to the JFREJ staff, and the following JFREJ board, members and allies, whose experiences and perspectives contributed to the development of this policy: Sivan Battat, Shoshana Brown, Meira Harris, Tom Haviv, Anna Jacobs, Liana Kallman, Kirstie Kimball, Megan Madison, Anthonine Pierre, Krystal Portalatin, Yael Sacks, Sierra Spingarn, and the participants in the 2018 cultural organizing retreat.