

NOW Inc. Board Meeting
June 25, 2026
9:00 AM EST
TENTATIVE AGENDA

9:00 AM	Convene and Roll Call
9:05 AM	Approval of Agenda
9:15 AM	Approval of Minutes • March 24, 2026 • May 19, 2026
9:20 AM	Board District Action Reports (5 minutes each)
10:00 AM	President's Report
10:10 AM	Vice President's Report
10:20 AM	Communications Report
10:30 AM	Conference Update
10:40 AM	Operations Update
10:50 AM	Human Resources Report
10:55 AM	60 th Anniversary Report
11:10 AM	Financial Report
11:40 AM	Development Report
12:00 PM	Lunch Break
1:00 PM	Digital Report
1:10 PM	Social Media Report
1:20 PM	Membership Report
1:30 PM	Fiscal Year 2025 Audit Presentation
2:00 PM	Chapters Report
2:10 PM	Policy and Advocacy Report
2:20 PM	Political Action Report
2:30 PM	Discussion of Proposed Bring Another Chair Tour
2:50 PM	Membership participation (2 minutes per speaker)
3:20 PM	Recognition of Retiring Board Members
3:30 PM	Adjourn to Foundation



National Organization for Women

Board Meeting Minutes NOW and NOW Foundation Boards

Tuesday, March 24, 2026

The meeting was held on Zoom.

NOW Board Meeting

1. President Kim Villanueva called the meeting to order at 7:35 pm EST.
2. The President called the roll. Present were President Villanueva and Vice President Brunache and Board members Sue Burtch, Dr. Rosa Colquitt, Camerina S Davidson, Katonya Hart, Shirley Henderson, Sharon Lockhart, Carolyn Maloney, Judi Marraccini, Mary Mosley, Jerilyn Stapleton, Irene Strohbeen, and Laura Welch, as well as Advisory Board members Susan Bramlet-Lavin, Jeanne Clark, Kobby Hoffman, Diane Lebedeff and Ellie Smeal. Also in attendance were Parliamentarian Darlene T. Allen, and Legal Counsel Thomas J. Hart.
3. The agenda was approved (movant Maloney).
4. The Board reviewed and approved proposed bylaw amendments to be presented as recommendations by the board to the Conference, specifically (a) Operation Manager revisions, including directions relating to the budget, and (b) Voting and Membership revisions (movant Stapleton). These amendments were prepared by the Structure and Process Committee, chaired by Diane Lebedeff.
5. Terry Sanders, chair of the Election Committee, presented the proposed 2026-2028 NOW Board Election Rules, which were unanimously approved (movant Henderson).
5. The Board reviewed and approved proposed revisions to the NOW Grievance Policy and a companion proposed bylaw amendment incorporating the date of such approval to be presented as recommendations by the board to the Conference (movant Maloney), which commences running of the 30-day notice period for final approval of amended grievance procedures. These amendments were prepared by the Structure and Process Committee, chaired by Diane Lebedeff, and incorporated revisions proposed by counsel Thomas J. Hart.
6. Laura Welch, chair of the Conference Committee, reported on preparations for the 2026 National NOW Conference, including hotel room reservation status, participation for members with disabilities, exhibition table plans, and a plan for gift baskets.
7. Katonya Hart was appointed chair of the Credentials Committee
8. The Board meeting was adjourned at 8:58 pm EST (movant Stapleton).

NOW Foundation Board

9. The Meeting of the NOW Foundation Board commenced at 8:59 pm EST.

10. The President called the roll. Present were President Villanueva and Vice President Brunache and Board members Sue Burtch, Dr. Rosa Colquitt, Camerina S Davidson, Katonya Hart, Shirley Henderson, Sharon Lockhart, Carolyn Maloney, Judi Marraccini, Mary Mosley, Jerilyn Stapleton, Irene Strohbeen, and Laura Welch, as well as Advisory Board members Susan Bramlet-Lavin, Jeanne Clark, Kobby Hoffman, Diane Lebedeff and Ellie Smeal. Also in attendance were Parliamentarian Darlene T. Allen, and Legal Counsel Thomas J. Hart.

11. The agenda was approved (movant Stapleton)

12. The Board approved a grant of The board approved a \$10,000 grant to ERA Now for the “Drive for the ERA” tour (movant Burtch, Maloney not participating).

13. The NOW Foundation Board meeting was adjourned at 9:31 pm EST (movant Stapleton).

Respectfully submitted by

Diane Lebedeff, Secretary Pro Tem

Initials: _/s/ DAL_ DRAFT: __ 6/02/2026__



National Organization for Women

Board Meeting Minutes

Tuesday, May 19, 2026

The meeting was held on Zoom.

1. President Kim Villanueva called the meeting to order at 8:11 pm EDT.
2. The President called the roll. Present were the President Villanueva and Vice President Brunache and Board members Sue Burtch, Dr. Rosa Colquitt, Beth Corbin, Camerina Davidson, Katonya Hart, Sharon Lockhart, Shirley Henderson, Carolyn Maloney, Judi Marraccini, Mary Mosley, Jerilyn Stapleton, and Laura Welch, as well as Advisory Board members Susan Bramlet-Lavin, Jeanne Clark, Kobby Hoffman, Diane Lebedeff and Ellie Smeal. Board Member Irene Strohbeen was excused. Also in attendance were Legal Counsel Thomas J. Hart and Parliamentarian Darlene T. Allen.
3. The minutes of the November 8, 2025, board meeting as approved by the Minutes Committee were presented. No motion to amend having been made, they stand as presented.
4. The proposed revised NOW Grievance Policy was reviewed and unanimously approved (movant Welch). The approved Grievance Policy shall be deemed appended to these minutes.
5. It was moved that NOW, Inc., borrow \$600,000 from the NOW Foundation for a three-year term at a simple interest rate equal to the applicable federal rate (AFR) for May 2026, currently 3.75% (movant Stapleton). The purposes of the loan are to cover 2026 National Conference advances and a first member acquisition mailing since 2023. After discussion, the motion passed unanimously.
6. Laura Welch reported on planned programming and activities for the 2026 National NOW Conference. She advised that the hotel room block was at 91% occupancy, that approximately 360 members are now registered, and that the income and expense expenditures to date are significantly improved over last year's conference figures.
7. The president advised that several non-substantive scrivener's errors have been corrected which appeared in the posted proposed 2026 NOW Bylaws amendments. The corrections shall be posted.
8. The board was presented with the final draft of the NOW 2026 Conference Rules prepared by the Structure and Process Committee, chaired by Advisory Board Member Diane Lebedeff. All comment was favorable and the draft Conference Rules will be posted as soon as appropriate. The draft is subject to approval by the membership at the Conference.

9. The Board meeting was adjourned at 9:10 pm EDT (movant Stapleton).

Respectfully submitted by

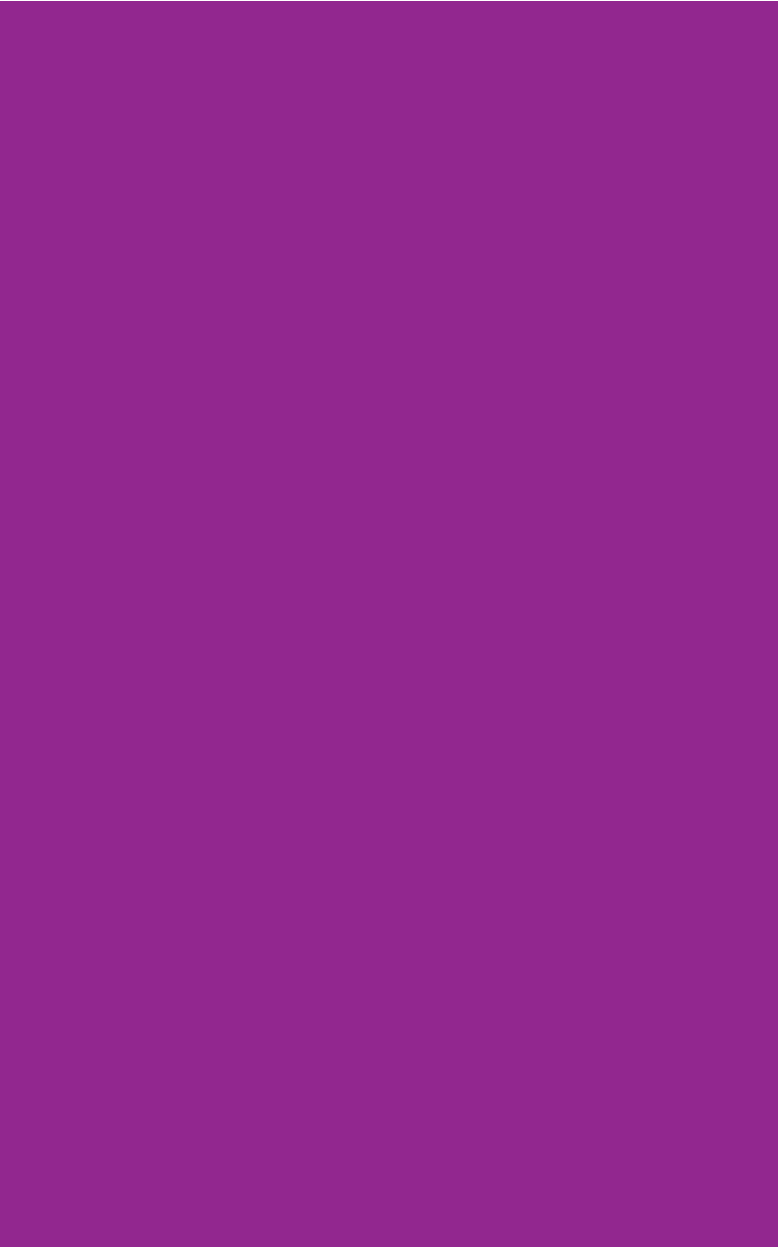
Diane Lebedeff, Secretary Pro Tem

Initials: /s/_DAL_____ Date: May 28, 2026 (draft)



NOW PRESIDENT'S REPORT

JUNE 25, 2026



We pledge to be member-driven
and action-focused
as we re-energize NOW
and fulfill the promise made
at our founding in 1966 –
to be a powerful and leading
voice for women's equality.

Year One.
Three Priorities.
One Stronger NOW.

STABILIZING NATIONAL OPERATIONS

- Strived to enhance communication among staff, officers, board members, and chapter leaders.
- Recruited key staff positions: political director, operations manager, and membership coordinator.
- Strengthened internal processes and staff coordination.
- Worked to improve membership services and response times.
- Implemented Zendesk to create a more efficient and accountable member support system.
- Focused on building sustainable systems that will serve NOW long after any individual leader's term concludes.

REBUILDING TRUST, TRANSPARENCY, AND ACCOUNTABILITY

- Commissioned an independent forensic review of election procedures and the member credentialing process.
- Increased transparency around organizational decision-making.
- Prioritized regular communication with members and chapter leaders.
- Focused board discussions on governance, accountability, and long-term organizational health.
- Encouraged a culture of professionalism, respect, and shared responsibility.

POSITIONING NOW FOR ITS NEXT CHAPTER

- Launched a 60th anniversary national campaign and conference.
- Developed initiatives to engage new activists and future leaders.
- Expanded opportunities for member and chapter participation.
- Strengthened relationships with coalition partners and allies.
- Elevated NOW's visibility and public voice on voting rights, reproductive health, violence against women, economic justice, and gender equality.
- Began laying the groundwork for long-term membership and fundraising growth.

WHAT GIVES ME HOPE FOR NOW'S FUTURE?

- A talented staff team
- A committed board of directors
- Stronger operational systems
- Renewed chapter engagement and communication
- Revitalized focus on grassroots activism
- Rebranded fundraising strategies
- Growing interest from social media influencers
- The visibility and momentum of NOW's 60th anniversary
- The enduring commitment of NOW activists across the nation

The work of achieving equality is far from finished. But together, we can ensure that **NOW remains a powerful force for feminist change -- not only for this generation, but for generations to come.**



Vice President's Report

JUNE 2026 BOARD MEETING

Overview of Responsibilities

- ▶ Maintains responsibilities of the NOW PAC; this include FEC reports.
- ▶ Managing the administrative functions of NOW.
- ▶ Managing Charitable Solicitations, this is a particularly busy time for Charitable Registrations..
- ▶ Supervises Chapter and Membership departments.
- ▶ Host monthly NOW leaders discussions

Overview of Responsibilities

- ▶ Overseeing program functions of Membership and Chapters.
- ▶ Daily participation in meetings with staff, consultants, and vendors.
- ▶ Attending Coalition Meetings.
- ▶ Working with the President to develop the budget.

Projects and activities

- ▶ Established Youth Engagement grant
- ▶ Tabled at the 2026 Netroots Nation conference
- ▶ Was interviewed on “Politics done right” podcast
- ▶ Working on Virtual Chapter Series project



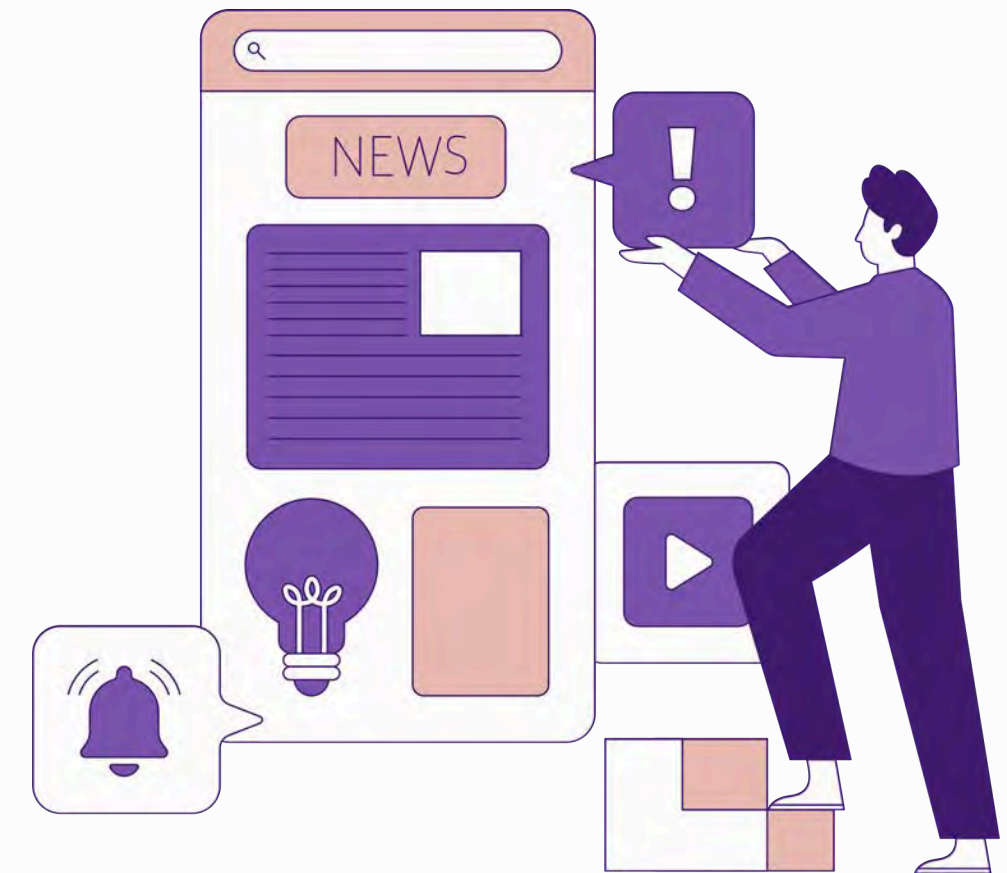
Quarterly PR Metrics Report

March 29, 2026 – June 11, 2026

YTD Metrics Snapshot

- **31** Original Media Hits
- **32** Content Pieces
- **76** Articles Mentioning NOW Chapters
- **22** Student Interviews Arranged with Chapter Leaders

Reached 10+ Billion People



*UVM= Unique Visitors per Month

Project Management



Lead weekly communications meeting with NOW team and consultants



Advise on timely messaging strategy and opportunities for NOW to publicly comment



Edit communications content for consistency and impact



Track NOW's nationwide daily media footprint and relationships with reporters



Research policy updates impacting NOW's core issues to inform members and the public

Q2 Media

61 Media Stories a Week (includes syndication and wires)

2 Original Media Stories/Week

- **2** interviews
- **7** written statements sent to reporters directly
- **14** Original Media Hits
- **616** Total Media Hits (syndication, wire stories)
 - “Kim Villanueva” appeared in **281** articles

The Guardian

THE 19th
INFORMING WOMEN.
TRANSFORMING NEWS.

DEMOCRACY NOW!
DEMOCRACYNOW.ORG

Total UVM: 8.5 Billion
19 Journalists Shared on Social Media

Q2 Chapter Media

- Continued **“Chapters in the News”** weekly news clips about chapter activities
- Tracked chapter news
- Clips included in newsletter and Kim communicates with chapter leadership
- Top state news mentions (since March 30, 2026)
 - Florida - 6 articles
 - North Carolina - 4 articles
 - Texas - 2 articles
 - Massachusetts - 2 articles

Messaging

What got the most attention:

- Survivor Advocacy
 - Graham Platner
 - Eric Swalwell
 - Epstein (Guifree, Khana)
- PAC Endorsements
- Suffrage Car

On the radar: Potential Future Topics

- Election



Q2 Content Development

19 Content Pieces

5 Member Statements

11 Press Releases/Statements

1 Advocacy Guide

2 Trump Administration Trackers

2 Primary Types of Content

- Statements responding to timely news
- Talking Points



- "Bring Another Chair" Film: Completed a three-day, multi-location film shoot in Chicago (Apr 29–May 1) featuring intergenerational activists and high-profile feminists:**

- An additional day of shooting in Washington, DC, with NOW staff and multi-generational feminists rounded out the film shoot.**



Staffing Events to Pitch Media On Site

In-person event: SCOTUS Birthright Citizenship Rally

Coordinated in-person interviews with:

- Washington Post
- Huffington Post





Thank You!

Overview

The Human Resources Department plays a critical role in supporting the organization's workforce, operations, and strategic initiatives. During the reporting period, key areas of focus included talent acquisition, onboarding, employee relations, benefits administration, policy compliance, conference planning and logistics, vendor coordination, and cross-functional operational support.

Membership Coordinator Recruitment and Onboarding

- Developed and posted the Membership Coordinator position through multiple recruitment channels.
 - Screened and evaluated applicants based on qualifications, relevant experience, and alignment with NOW's mission and operational needs.
 - Coordinated and facilitated interviews with qualified candidates.
 - Conducted reference checks and supported the candidate selection process.
 - Extended an offer to the selected candidate and successfully completed the onboarding process.
 - Managed new hire orientation, policy review, systems access, training coordination, and integration into the organization.
-

Human Resources Operations

- Provided guidance to staff regarding HR policies, procedures, and employee relations matters.
 - Maintained personnel records and ensured compliance with organizational policies and employment requirements.
 - Administered employee benefits and supported payroll-related processes.
 - Continued efforts to improve HR documentation, workflows, and operational efficiencies.
 - Prepared annual performance evaluations for staff following the National Conference.
-

Organizational Support

- Partnered with leadership on staffing needs, workforce planning, and organizational initiatives.
 - Supported planning and logistical coordination for the 2026 National Conference and other organizational meetings and events.
 - Collaborated across departments to address operational needs and strengthen internal communication and coordination.
 - Coordinated with external vendors and service providers to support organizational operations and conference activities.
-

Looking Ahead

In the coming year, the Human Resources Department will continue to focus on talent acquisition, employee engagement, process improvement, compliance, benefits administration, workforce development, and operational initiatives that support NOW's mission and strategic priorities.

Prepared By:

Amani Terrell-Baker

Human Resources Manager

NATIONAL ORGANIZATION FOR WOMEN

60TH ANNIVERSARY CAMPAIGN PROGRESS REPORT

Board of Directors Meeting

June 24, 2026

EXECUTIVE SUMMARY

The 60th Anniversary Campaign is NOW's signature national initiative for 2026. Under the theme, "**60 Years of Resistance: We're Not Going Back**," the campaign celebrates six decades of feminist activism while mobilizing members, chapters, coalition partners, and supporters to address the challenges facing women today.

What began as a strategic planning effort in Fall 2025 has evolved into a fully operational national campaign integrating membership growth, fundraising, advocacy, communications, storytelling, chapter engagement, coalition building, and movement activation.

During the first half of 2026, the campaign has achieved significant progress, including:

- Completion of the 60th Anniversary film, *Bring Another Chair*
- Launch of national membership recruitment initiatives
- Development of anniversary branding, merchandise, and campaign infrastructure
- Expansion of chapter engagement opportunities and storytelling initiatives
- Implementation of the Chapter Action Grants Program
- Growth in membership acquisition efforts
- Development of policy resources and advocacy materials
- Planning and execution of the 60th Anniversary Lobby Day
- Expansion of coalition and strategic partnership engagement
- Development of educational resources tied to campaign issue capsules

The campaign is now entering its next phase, leveraging conference activities, the film premiere, chapter activations, coalition partnerships, and advocacy opportunities to deepen engagement and expand NOW's reach.

CAMPAIGN FRAMEWORK

The 60th Anniversary Campaign was intentionally designed to move beyond a retrospective celebration and instead serve as a movement-building initiative that connects NOW's historic victories to today's feminist priorities.

The campaign framework was developed by a cross-functional planning team consisting of Shelby von Hofe, Catherine Mendoza, and Supria Bhatia. Beginning in Fall 2025, the team designed a campaign structure that integrates advocacy, storytelling, fundraising, membership growth, chapter engagement, and public education.

The campaign is organized around four issue capsules that guide communications, advocacy, educational resources, fundraising efforts, chapter engagement, and member actions throughout the anniversary year.

CAPSULE 1: COST OF BEING A WOMAN

This capsule focuses on the economic realities women face, including:

- Childcare costs
- Cost of living pressures
- Wage inequities
- Economic opportunity
- The Pink Tax

CAPSULE 2: HEALTHCARE & REPRODUCTIVE FREEDOM

This capsule addresses:

- Reproductive healthcare access
- Abortion access
- Contraception
- Maternal health
- Healthcare affordability

CAPSULE 3: CONSTITUTIONAL EQUALITY

This capsule focuses on:

- Equal Rights Amendment advocacy
- Voting rights
- Democracy protections
- Civic engagement
- Constitutional equality

CAPSULE 4: VIOLENCE AGAINST WOMEN

This capsule addresses:

- Domestic violence
- Sexual violence
- Human trafficking
- Survivor support
- Prevention and education

In addition to the capsule structure, six feature topics were identified within each capsule to create opportunities for member engagement, advocacy actions, educational resources, storytelling, and chapter programming.

Detailed capsule planning worksheets were developed to align messaging, fundraising opportunities, membership recruitment efforts, policy priorities, educational resources, and campaign activities. These planning tools continue to guide implementation across all campaign teams.

CAMPAIGN GOAL 1: MEMBERSHIP GROWTH

Membership growth remains one of the campaign's primary objectives.

To support this goal, the campaign team implemented a comprehensive recruitment strategy utilizing:

- Membership Match campaigns
- Digital recruitment efforts
- Influencer outreach
- Direct mail campaigns
- Membership incentives
- Chapter recruitment participation
- Peer-to-peer engagement opportunities

Progress to Date

Metric	Progress
Memberships reported in early May	448
Memberships reported in late May	532
Memberships reported in early June	1,201
Memberships attributed to matching gift efforts	123
Memberships attributed directly to current membership drive	14

The Development and Digital Teams have supported these efforts through:

- · Development of the Membership Drive campaign
- · Creation of membership recruitment graphics
- · Weekly membership competition tracking
- · Recruitment presentations to members
- · Digital promotion across NOW platforms

The campaign goal remains the acquisition of 6,000 new members by the end of 2026.

CAMPAIGN GOAL 2: FUNDRAISING & SUSTAINABILITY

The anniversary campaign was designed to strengthen NOW's fundraising infrastructure while creating new opportunities for donor engagement.

Progress to Date

60th Anniversary Member & Donor Drive

NOW launched the 60th Anniversary Member & Donor Drive, generating more than \$30,000 in campaign revenue, 123 memberships, and 431 donor gifts through integrated email, web, and advertising strategies.

28 Club

The campaign launched the 28 Club, a recurring giving initiative honoring the 28 women present at NOW's founding while creating a sustainable monthly giving pathway for supporters.

Grant Development

Current efforts include:

- A \$15,000 civic engagement grant proposal
- Additional grant opportunities under development
- Sponsor cultivation efforts tied to conference and anniversary activities

Fundraising Infrastructure

The anniversary campaign has integrated donor acquisition, member conversion, recurring giving, planned giving, and anniversary messaging into a coordinated fundraising strategy that connects NOW's legacy with future organizational sustainability.

CAMPAIGN GOAL 3: STORYTELLING, COMMUNICATIONS & VISIBILITY

Communications & Digital Infrastructure

The Digital Team and RAD team successfully:

- · Developed the official 60th Anniversary logo
- · Built the campaign landing page
- · Created campaign graphics and digital assets
- · Produced membership recruitment materials
- · Coordinated anniversary video shout-outs from influencers, coalition partners, and former NOW leaders
- · Maintained regular reporting on membership growth and campaign performance

Social Media Performance

Facebook

- 5,107 likes
- 153 comments
- 681 shares

Instagram

- 2,245 reach
- 190 engagements

TikTok

- 1,625 reach
- 272 engagements

YouTube

- 412 reach
- 26 engagements

Anniversary Video Outreach

To date, the campaign has secured and published nine anniversary shout-out videos featuring coalition partners, supporters, and former NOW leaders.

60TH ANNIVERSARY FILM: BRING ANOTHER CHAIR

Inspired by Shirley Chisholm's legacy, Bring Another Chair serves as the centerpiece storytelling project of the anniversary campaign.

Production Accomplishments

Film production included:

Chicago Production

A three-day film shoot in Chicago featuring:

- · Ambassador Carol Moseley Braun
- · Illinois NOW President Belle Pastore
- · Appleton Area NOW President Irene Strohbeen
- · Intergenerational activists and volunteers

Washington, DC Production

Additional filming included:

- · NOW National Office
- · Multi-generational feminist participants
- · Advocacy and movement imagery

Production Scale

The project included:

- · 15–20 filming locations
- · More than 25 volunteers
- · Original visual storytelling assets
- · Historical and contemporary movement narratives

Current Status

The final cut has been completed and reviewed.

Feedback from staff and stakeholders has been overwhelmingly positive, with viewers describing the film as powerful, emotional, and inspirational.

The film will premiere during conference activities and serve as a major recruitment, fundraising, and storytelling asset throughout the remainder of the campaign.

CAMPAIGN GOAL 4: ADVOCACY, POLICY & MOBILIZATION

Policy Infrastructure

The Policy Team, consisting of Shelby von Hofe and Portia White, developed the policy framework supporting each issue capsule.

A significant accomplishment was the creation of a searchable database of NOW resolutions from the organization's policy manuals. Developed with support from the Fall 2025 intern class, this resource has streamlined policy research and strengthened alignment between campaign messaging and longstanding organizational priorities.

The team also developed policy briefs connecting historical context, current legislation, and policy recommendations to each capsule theme.

Additionally, issue-specific policy one-pagers have been developed and published on the 60th Anniversary website, providing members and supporters with accessible educational resources tied to campaign issues.

60TH ANNIVERSARY LOBBY DAY

The June 24 Lobby Day serves as the campaign's signature advocacy activation.

Accomplishments include:

- Congressional appointment coordination
- Participant recruitment and registration
- State delegation organization
- Advocacy training sessions
- Legislative education resources
- Issue brief development
- Event logistics and participant support

Participants received training on lobbying best practices, legislative priorities, advocacy messaging, and policy education.

Educational Resources

Completed and in development:

- Menstrual Equity Advocacy Guide
- MAHA & Misinformation Fact Sheet
- Policy One-Pagers
- Legislative Education Resources
- Capsule-Based Advocacy Materials

CHAPTER ENGAGEMENT & ACTION GRANTS

Chapter engagement remains one of the campaign's most important pillars.

As part of NOW's 60th Anniversary campaign, the NOW Foundation launched a new chapter grant opportunity to support bold, creative, and community-rooted initiatives led by NOW chapters across the country. The Chapter Action Grants Program has successfully translated national campaign priorities into local action.

Program Overview

The program provides flexible funding to chapters implementing projects aligned with anniversary themes, including:

- • Economic justice
- • Reproductive freedom
- • Civic participation
- • Constitutional equality
- • Violence prevention
- • Public education

Program Metrics

Metric	Current Status
Applications Submitted	10
Participating Chapters/Organizations	8
States Represented	7
Funding Requested	\$19,578
Funding Awarded	\$13,578
Applications Pending Review	3

Funded projects include reproductive rights film festivals, menstrual equity initiatives, voter education programs, domestic violence education efforts, educational literature campaigns, and statewide visibility projects.

STRATEGIC PARTNERSHIPS & COALITION BUILDING

Partnership outreach began in December 2025 through NOW's major coalition networks, including the Gender Equity Coalition, Declaration for American Democracy, ERA Coalition, and Small Lobby.

The campaign launched with 10 participating organizations and has expanded to 22 active partners.

Current Campaign Partners

- American Society for Reproductive Medicine
- Voters of Tomorrow
- VoteRiders
- One Fair Wage
- DemCast USA
- Declaration for American Democracy
- National Council of Jewish Women
- National Low Income Housing Coalition
- National Ministries, United Church of Christ
- Women Employed
- End Citizens United
- Women's March
- Feminist Majority Foundation

- Register Her
- ERA Coalition
- Planned Parenthood Federation of America
- MANA, A National Latina Organization
- Future Forward Women
- Economic Security Project
- National Women's Law Center
- Legal Momentum
- Center for Biological Diversity

Three campaign partners—Planned Parenthood Federation of America, VoteRiders, and Feminist Majority Foundation—will participate in conference workshops and programming during the 2026 National Conference.

Partnership recruitment remains ongoing, with a goal of reaching at least 30 active partners by the end of the anniversary year.

CONFERENCE READINESS

Significant progress has been made preparing for conference and anniversary activities, including:

- Anniversary branding package
- Merchandise development
- Step-and-repeat production
- Membership recruitment materials
- Conference storefront planning
- Conference sales infrastructure
- Film premiere planning
- Lobby Day integration

KEY ACCOMPLISHMENTS TO DATE

- ✓ Established national campaign framework
- ✓ Finalized campaign branding and messaging
- ✓ Developed four issue capsules and implementation structure
- ✓ Created searchable database of NOW policy resolutions
- ✓ Developed policy briefs and educational resources
- ✓ Increased membership recruitment efforts
- ✓ Expanded fundraising infrastructure

- ✓ Created and launched the 28 Club
- ✓ Produced and completed the first rough cut of Bring Another Chair
- ✓ Organized and implemented Lobby Day
- ✓ Created educational advocacy resources
- ✓ Developed chapter storytelling initiatives
- ✓ Launched the Chapter Action Grants Program
- ✓ Expanded coalition engagement from 10 to 22 national partners
- ✓ Secured conference participation from key campaign partners
- ✓ Built conference activation infrastructure

PRIORITIES: JULY–DECEMBER 2026

Membership

- Launch the 60 for 60 recruitment campaign
- Expand peer-to-peer recruitment
- Continue direct mail acquisition efforts

Fundraising

- Continue growing the 28 Club
- Expand sponsor cultivation
- Advance legacy giving strategy
- Continue grant prospecting and applications

Storytelling & Communications

- Premiere and distribute Bring Another Chair
- Expand chapter storytelling initiatives
- Increase digital engagement

Advocacy & Policy

- Build on Lobby Day momentum
- Complete remaining policy one-pagers
- Advance capsule-based programming

- Increase member action opportunities
- Continue policy education efforts

Chapters

- Complete implementation of Action Grant projects
- Collect outcomes and success stories
- Expand chapter participation opportunities

Partnerships

- Grow coalition network to 30+ partners
- Deepen coalition relationships
- Expand collaborative programming
- Develop joint advocacy and educational initiatives

CONCLUSION

The 60th Anniversary Campaign has successfully transitioned from planning into implementation and is generating measurable progress across membership growth, fundraising, advocacy, policy development, storytelling, chapter engagement, coalition building, and organizational visibility.

The campaign has built a strong foundation for the remainder of the anniversary year and is positioned to leverage conference activities, the film premiere, chapter action projects, Lobby Day, and expanded membership and fundraising initiatives to further strengthen NOW's impact.

As NOW celebrates sixty years of feminist leadership, the campaign continues to honor the organization's legacy while mobilizing members, chapters, partners, and supporters to build the future of the movement.

MONTHLY FINANCIAL SUMMARY

April 30, 2026 (Fiscal Year-End December 2026)



HIGHLIGHTS

Bequest Revenue Ahead of Budget

Bequest revenue continues to **exceed budget** expectations in April, with approximately **\$176K** collected during the month (**\$40K for Inc** and **\$136K for the Foundation**). Year-to-date, total bequest revenue stands at **\$456K**, which is approximately **\$264K** above budget.

These funds are expected to help offset a portion of the upcoming annual conference expenses.

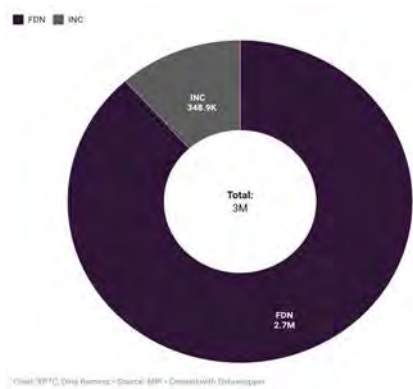
Expenses Show Favorable Variance

On the expense side, consolidated year-to-date operating expenses were **\$125.8K below budget** generating a **favorable variance**.

STATEMENT OF FINANCIAL POSITION

Consolidated Cash Position

As of April, NOW maintained a consolidated cash balance of approximately **\$3M**, including **\$348.9K** for **Inc** and **\$2.7M** for the **Foundation**.



Prepaid Expenses-\$161K

Prepaid expenses totaled \$161K, representing advance payments for services that will be recognized as expenses over time as they are utilized.

Consolidated Prepaid expenses

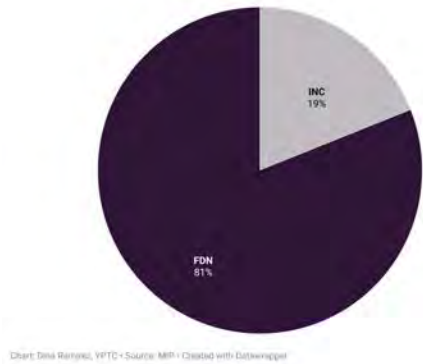
The table below provides a breakdown of prepaid expenses as of April 30, 2026.

Vendor	Description	Amount
FreeWill	Donor database fees for May 2026- March 2027	83K
Scott Circle	May public relation fees	28K
Mal Warwick	May reinstatements fees	14K
Westin Alexandria Hotel	2026 conference hotel deposits	10K
DC Healthlink & Carefirst	May health insurance fees	10K
Twelve34 Strategies	May service fees	9K
Undercurrent Media LLC	NOW 60th anniversary	5K
NGEN	May IT services	2K

Table: YPTC, Dina Ramirez - Source: MIP - Created with Datawrapper

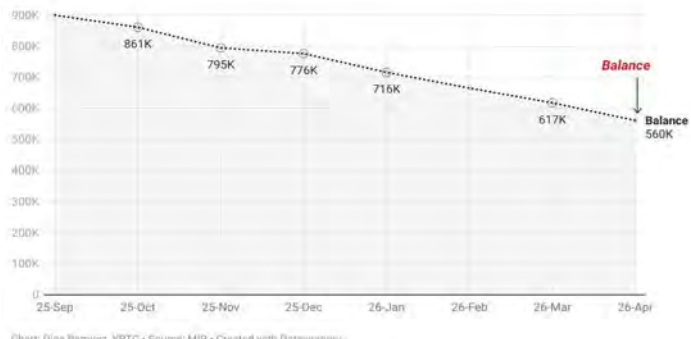
Assets after Intercompany Eliminations

Total consolidated assets, after intercompany eliminations, were approximately **\$6M**, with **81%** held by the **Foundation** and **19%** by **Inc**.



Intercompany Loan Balance-\$560K

The intercompany loan balance decreased to **\$560K** from the **original \$900K** issued by the Foundation to Inc. in **September 2025**. As of the end of April, a total of approximately **\$340K** has been repaid.

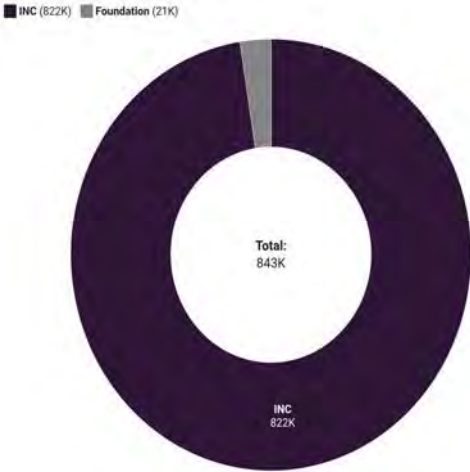


STATEMENT OF FINANCIAL POSITION-CONT.

Consolidated Liabilities

After intercompany eliminations, consolidated liabilities totaled approximately **\$843K**, a **decrease of \$4K** compared to the prior month. Of this balance, **98%** attributable to Inc. and **2%** to the Foundation.

Consolidated Liabilities



Key Items

Vendor Invoices:

- \$15K – Rad Campaign, LLC (April media services)
- \$3K – Women’s March (vigil donation)

Accruals:

- \$23K – General expenses
- \$36K – Payroll (April 18-30)
- \$37K – Accrued vacation

Net Assets-\$5.2M

Consolidated total net assets at the end of April were **\$5.2M**. The **Foundation holds \$5.3M** in net assets, while **Inc reflects negative** unrestricted net assets of **\$(172.5K)**.

The Foundation continues to maintain a **strong and stable financial position**, providing the organization with flexibility to advance its core mission.

Rolling Cash Forecast

Including investment activity, NOW reported a consolidated **decrease in net assets of \$(65.9K) in April**. Bridgewater investments generated an unrealized gain of **\$133.9K** during the month, helping to partially offset the operating results and improving overall performance compared to the prior month.

Based on the approved budget, a decrease in net asset of **\$1.2M** is projected for 2026. In addition, consolidated **cash** is expected to be approximately **\$2M** by year-end, assuming revenues and expenses track in line with budget expectations.

Projected Cash Balance FY2026

The graph shows actual cash balances from January through April, with projections for the remainder of the year through December. Based on the rolling cash forecast, total cash for 2026 is projected to be \$2M.

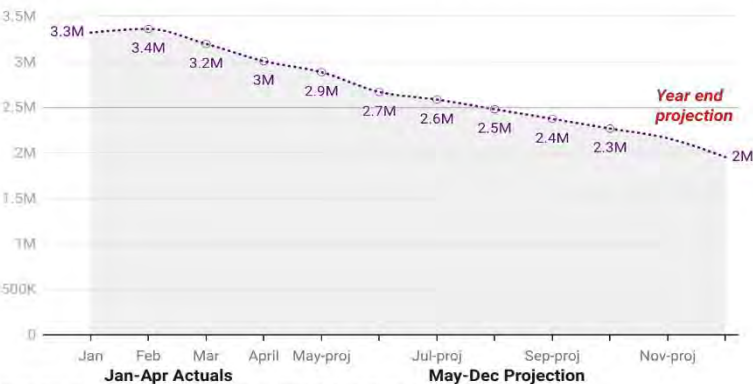


Chart: Dina Ramirez, YPTC • Source: MIP and 2026 Budget • Created with Datawrapper

STATEMENT OF ACTIVITIES

Consolidated Revenue

Year-to-date consolidated revenue totaled **\$1.2M**, reflecting an **unfavorable variance** of **\$16.4K** compared to budget, but a **favorable increase** of **\$407.8K** over the same period last year.

Membership dues and contributions continue to **underperform** compared to the budget with **unfavorable variances** of **\$73K** and **\$191.1K**, respectively.

These **shortfalls** were more than offset by **strong bequest revenue**, which **exceeded** the year-to-date budget by **\$264.4K** and **surpassed prior year results** by **\$437.9K**. This **favorable performance** **helped mitigate** the overall revenue variance through April.

The consolidated revenue graph compares 2026 actuals with the year-to-date budget and the full-year budget. Membership dues have reached 25% of the annual budget, contributions 13%, bequests 79%, and all other income 8% of the total annual budget.

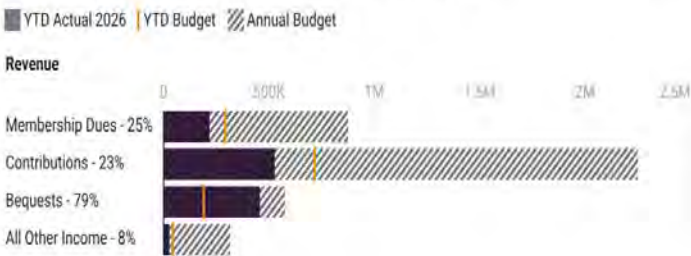


Chart: Dina Ramirez/YPTC • Source: MIF • Created with Datawrapper

Consolidated Expenses

Total consolidated expenses were **\$125.8K below** budget, while exceeding the prior year by **\$109.5K** for the same period. Average monthly expenses from January through April were approximately **\$397.9K**, compared to a **budgeted \$429.4K**.

Public Relations expenses reflect an **unfavorable variance** of **\$59.4K**, primarily driven by **\$50K** in fees paid to Scott Circle for **NOW's 60th anniversary film**. These costs were not included in the budget, resulting in the variance. Additionally, Database Management Services show an **unfavorable variance** of **\$59K**, largely due to an approximate **\$18K increase** in service fees associated with the consolidation of **Bonterra** and **EveryAction**.

During the period, the **Foundation** issued a **\$50K grant** to **ERA NOW Inc.** to support educational activities related to the recognition of the Equal Rights Amendment. As this grant was not budgeted, it is expected to contribute to a variance. The **Foundation** also awarded **\$2,225** grants to **Northeast Texas** and **Huntington NOW** in celebration of **NOW's 60th anniversary**. Additional grant activity is anticipated in the coming months.

Expenses are expected to rise in the coming months, driven primarily by annual conference costs—particularly in June, when related expenses are incurred and payments are made.

The consolidated expense chart compares 2026 actuals to both the year-to-date (YTD) budget and the full-year budget, with percentages reflecting YTD actuals as a proportion of the annual budget. Personnel, payroll fees, and office rent are tracking closely in line with YTD budget expectations. Contractors and temps, fundraising, chapter rebates, travel, and other expenses are trending below budget, contributing to a favorable variance for the month of \$125.8K.

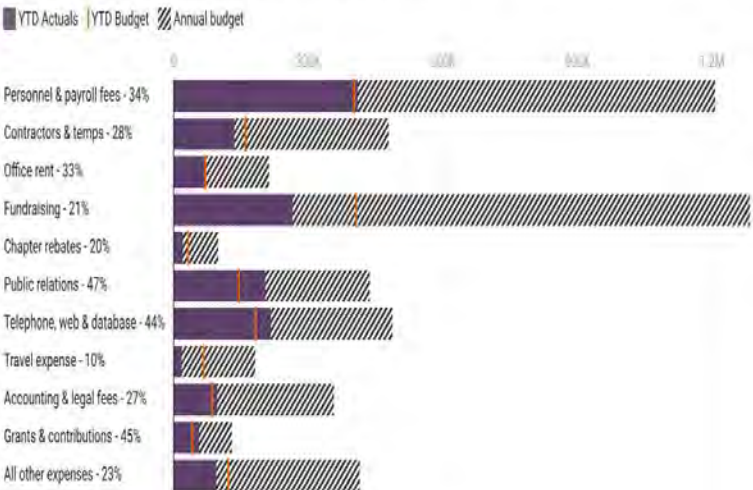


Chart: Dina Ramirez/YPTC • Source: MIF • Created with Datawrapper

UPDATES & RECOMMENDATIONS

- The 2025 audit has been completed, and draft audited financial statements have been issued for review and approval.
- The audit resulted in a clean opinion with no findings or internal control deficiencies.
- IRS Forms 990 are currently in preparation.
- Bequest revenue is trending ahead of budget; however, the timing of receipts remains unpredictable. It is recommended to continue diversifying revenue sources to support ongoing operations.
- A review of internal systems and vendor contracts is advised to ensure services remain necessary and aligned with current operational needs.
- It is also recommended that any vendor additions, changes, or terminations be communicated timely to the Accounting Department. This will support proper invoice monitoring, help prevent duplicate payments, and ensure that terminated contracts are appropriately closed out.

ATTACHMENTS

- **Consolidated Statements of Financial Position**
- **Statements of Financial Position Inc**
- **Statements of Financial Position Foundation**
- **Consolidated Statements of Activities**
- **Statements of Activities Inc**
- **Statements of Activities Foundation**
- **Rolling Cash Forecast**

National Organization For Women
Consolidated Statements of Financial Position
As of April 30, 2026

	Inc Apr 2026	Foundation Apr 2026	Eliminations	Consolidated Totals
ASSETS				
Cash and cash equivalents	\$ 348,851	\$ 2,656,997	\$ -	\$ 3,005,848
Investments	-	2,150,203	-	2,150,203
Receivables	8,905	-	-	8,905
Prepaid expenses	92,107	68,544	-	160,651
Notes receivable	-	560,366	(560,366)	-
Equipment and furnishings	623	623	-	1,246
Operating lease, ROU, net	658,297	-	-	658,297
Security deposits	31,180	-	-	31,180
Due from Foundation	69,709	-	(69,709)	-
Total Assets	\$ 1,209,672	\$ 5,436,733	\$ (630,075)	\$ 6,016,330
LIABILITIES AND NET ASSETS				
Accounts payable and other	\$ 110,022	\$ 20,931	\$ -	\$ 130,953
Due to Inc	-	69,709	(69,709)	-
Rebates payable	7,407	-	-	7,407
Notes payable	560,366	-	(560,366)	-
Operating lease liability	704,401	-	-	704,401
Total Liabilities	1,382,196	90,640	(630,075)	842,761
NET ASSETS				
Without donor restrictions	(172,524)	5,346,093	-	5,173,569
Total Net Assets	(172,524)	5,346,093	-	5,173,569
Total Liabilities and Net Assets	\$ 1,209,672	\$ 5,436,733	\$ (630,075)	\$ 6,016,330

UNAUDITED – For Management Use Only

National Organization For Women Inc
Statements of Financial Position
As of April 30, 2026 and 2025

	<u>Apr 2026</u>	<u>Apr 2025</u>	<u>\$ Change</u>
ASSETS			
Cash and cash equivalents	\$ 348,851	\$ 775,706	\$ (426,855)
Receivables	8,905	8,774	131
Prepaid expenses	92,107	165,200	(73,093)
Equipment and furnishings	623	-	623
Operating lease, ROU, net	658,297	835,989	(177,692)
Security deposits	31,180	31,180	-
Due from Foundation	69,709	41,245	28,464
Total Assets	<u>\$ 1,209,672</u>	<u>\$ 1,858,094</u>	<u>\$ (648,422)</u>
LIABILITIES AND NET ASSETS			
Accounts payable and other	\$ 110,022	\$ 186,688	\$ (76,666)
Rebates payable	7,407	11,966	(4,559)
Notes payable	560,366	-	560,366
Paycheck protection payable	-	180,678	(180,678)
Operating lease liability	704,401	880,786	(176,385)
Total Liabilities	<u>1,382,196</u>	<u>1,260,118</u>	<u>122,078</u>
NET ASSETS			
Without donor restrictions	(172,524)	597,976	(770,500)
Total Net Assets	<u>(172,524)</u>	<u>597,976</u>	<u>(770,500)</u>
Total Liabilities and Net Assets	<u>\$ 1,209,672</u>	<u>\$ 1,858,094</u>	<u>\$ (648,422)</u>

National Organization For Women Foundation
Statements of Financial Position
As of April 30, 2026 and 2025

	<u>Apr 2026</u>	<u>Apr 2025</u>	<u>\$ Change</u>
ASSETS			
Cash and cash equivalents	\$ 2,656,997	\$ 3,857,224	\$ (1,200,227)
Investments	2,150,203	1,761,485	388,718
Prepaid expenses	68,544	209,159	(140,615)
Notes receivable	560,366	-	560,366
Equipment and furnishings	623	-	623
Total Assets	<u>\$ 5,436,733</u>	<u>\$ 5,827,868</u>	<u>\$ (391,135)</u>
LIABILITIES AND NET ASSETS			
Accounts payable and other	\$ 20,931	\$ 18,182	\$ 2,749
Due to Inc	69,709	41,245	28,464
Total Liabilities	<u>90,640</u>	<u>59,427</u>	<u>31,213</u>
NET ASSETS			
Without donor restrictions	5,346,093	5,768,441	(422,348)
Total Net Assets	<u>5,346,093</u>	<u>5,768,441</u>	<u>(422,348)</u>
Total Liabilities and Net Assets	<u>\$ 5,436,733</u>	<u>\$ 5,827,868</u>	<u>\$ (391,135)</u>

National Organization for Women
Consolidated Statements of Activities
For the Current Month and Four Months Ended April 30, 2026 and 2025
(With Comparison to YTD Budget 2026)

	Apr 2026	Jan-Apr 2026	Jan-Apr 2025	YTD Budget 2026	Fav/(Unfav) Variance
REVENUES					
Membership dues	\$ 40,860	\$ 218,646	\$ 200,738	\$ 291,668	\$ (73,022)
Contributions	119,598	526,409	573,813	717,463	(191,054)
Bequests	175,711	456,101	18,152	191,668	264,433
Sales	3,297	7,751	-	13,333	(5,582)
Other income	4,390	19,070	27,439	30,247	(11,177)
Total Revenues	343,856	1,227,977	820,142	1,244,379	(16,402)
EXPENSES					
Payroll	103,702	398,615	389,215	389,204	(9,411)
Contractors and temps	37,484	135,776	133,909	160,029	24,253
Office rent	17,684	70,838	70,746	70,662	(176)
Equipment and copier rent	443	2,914	1,691	1,839	(1,075)
Product cost	-	-	-	1,668	1,668
Repairs and maintenance	-	-	-	332	332
Chapter rebates	(491)	20,261	27,450	33,333	13,072
Telephone and web services	9,974	43,799	86,096	69,044	25,245
Postage	2	2	-	332	330
Postage- direct mail	16,766	36,812	86,252	143,836	107,024
Delivery expense	1,671	4,135	1,347	2,625	(1,510)
Advertising expense	-	-	175	-	-
Publications	156	410	163	668	258
Printing	23,367	75,559	25,936	83,326	7,767
Supplies	129	1,487	5,840	3,577	2,090
Travel expense	5,624	18,397	57,829	66,407	48,010
Commercial insurance	-	-	(157)	7,667	7,667
Taxes and registration fees	4,521	6,461	5,081	5,980	(481)
Professional services - legal	-	-	3,471	2,500	2,500
Accounting expenses	21,745	96,463	81,902	83,200	(13,263)
Public relations	78,750	205,000	175,378	145,600	(59,400)
Data base mgmt services	92,671	172,313	80,394	113,332	(58,981)
Telemarketing expenses	-	-	-	14,665	14,665
Direct mail services expenses	43,606	146,762	125,258	169,835	23,073
List rental expenses	1,542	2,122	-	7,499	5,377
Payroll services	2,869	11,412	13,571	12,996	1,584
Other services	12,094	38,136	35,898	47,339	9,203
Credit card fees	4,503	22,470	24,209	19,201	(3,269)
Bank service fees	370	3,355	4,196	4,000	645
organizations	3,000	3,000	25,000	1,335	(1,665)
Chapter grants	54,450	54,450	2,500	41,667	(12,783)
Miscellaneous expense	-	1,274	4,528	832	(442)
Depreciation and amortization	42	172	-	181	9
Investment fees	4,947	9,966	8,632	4,668	(5,298)
Interest expense	2,078	9,338	1,918	8,156	(1,182)
Total Expenses	543,699	1,591,699	1,482,244	1,717,535	125,836
Net Revenue over Expenses					
(Without Investments)	(199,843)	(363,722)	(662,102)	(473,156)	109,434
OTHER REVENUE (EXPENSES)					
Investments	133,914	75,042	(227)	62,000	13,042
Total Other Revenue (Expenses)	133,914	75,042	(227)	62,000	13,042
Change in Net Assets	\$ (65,929)	\$ (288,680)	\$ (662,329)	\$ (411,156)	\$ 122,476

National Organization for Women Inc
Statements of Activities
For the Current Month and Four Months Ended April 30, 2026 and 2025
(With Comparison to YTD Budget 2026)

	Apr 2026	Jan-Apr 2026	Jan-Apr 2025	YTD Budget 2026	Fav/(Unfav) Variance
REVENUES					
Membership dues	\$ 40,860	\$ 218,646	\$ 200,738	\$ 291,668	\$ (73,022)
Contributions	100,233	307,871	407,457	546,467	(238,596)
Bequests	39,855	280,491	8,152	100,000	180,491
Sales	3,297	7,751	-	13,333	(5,582)
Other income	1,854	6,738	13,057	16,667	(9,929)
Total Revenues	186,099	821,497	629,404	968,135	(146,638)
EXPENSES					
Payroll	66,257	258,587	256,882	249,216	(9,371)
Contractors and temps	20,383	81,906	77,154	89,309	7,403
Office rent	11,495	46,045	46,692	45,898	(147)
Equipment and copier rent	288	1,717	1,116	1,147	(570)
Repairs and maintenance	-	-	-	332	332
Chapter rebates	(491)	20,261	27,450	33,333	13,072
Telephone and web services	5,364	25,858	42,637	35,056	9,198
Postage	2	2	-	332	330
Postage- direct mail	16,766	36,812	86,252	131,888	95,076
Delivery expense	1,330	3,169	1,347	2,237	(932)
Publications	105	359	163	668	309
Printing	19,859	64,152	12,034	76,798	12,646
Supplies	96	1,287	5,840	2,409	1,122
Travel expense	3,451	14,233	47,766	54,932	40,699
Commercial insurance	-	-	(104)	6,731	6,731
Taxes and registration fees	2,228	3,323	2,478	2,500	(823)
Professional services - legal	-	-	3,471	832	832
Accounting expenses	10,687	56,448	49,331	50,920	(5,528)
Public relations	30,375	98,000	97,289	88,996	(9,004)
Data base mgmt services	64,902	120,874	65,366	80,332	(40,542)
Telemarketing expense	-	-	-	14,665	14,665
Direct mail services expenses	42,136	139,882	115,758	154,291	14,409
List rental expenses	1,542	2,122	-	7,499	5,377
Payroll services	1,865	7,418	8,957	8,444	1,026
Other services	6,047	19,148	20,093	22,841	3,693
Credit card fees	4,023	18,569	14,835	14,869	(3,700)
Bank service fees	(363)	2,517	4,080	4,000	1,483
Contributions to allied organizations	-	-	17,500	1,335	1,335
Chapter grants	-	-	-	1,667	1,667
Miscellaneous expense	-	637	4,528	832	195
Depreciation and amortization	21	86	-	93	7
Interest expense	2,078	9,338	1,918	8,156	(1,182)
Total Expenses	310,446	1,032,750	1,014,824	1,192,558	159,808
Net Revenue over Expenses (Without Investments)	(124,347)	(211,253)	(385,420)	(224,423)	13,170
OTHER REVENUE (EXPENSES)					
Investments	-	-	873	-	-
Total Other Revenue (Expenses)	-	-	873	-	-
Change in Net Assets	\$ (124,347)	\$ (211,253)	\$ (384,547)	\$ (224,423)	\$ 13,170

National Organization for Women Foundation
Statements of Activities
For the Current Month and Four Months Ended April 30, 2026 and 2025
(With Comparison to YTD Budget 2026)

	<u>Apr 2026</u>	<u>Jan-Apr 2026</u>	<u>Jan-Apr 2025</u>	<u>YTD Budget 2026</u>	<u>Fav/(Unfav) Variance</u>
REVENUES					
Contributions	\$ 19,365	\$ 218,538	\$ 166,356	\$ 170,996	\$ 47,542
Bequests	135,856	175,610	10,000	91,668	83,942
Other income	2,536	12,332	14,382	13,580	(1,248)
Total Revenues	157,757	406,480	190,738	276,244	130,236
EXPENSES					
Payroll	37,445	140,028	132,333	139,988	(40)
Contractors and temps	17,101	53,870	56,755	70,720	16,850
Office rent	6,189	24,793	24,054	24,764	(29)
Equipment and copier rent	155	1,197	575	692	(505)
Product cost	-	-	-	1,668	1,668
Telephone and web services	4,610	17,941	43,459	33,988	16,047
Postage- direct mail	-	-	-	11,948	11,948
Delivery expense	341	966	-	388	(578)
Printing	3,508	11,407	13,902	6,528	(4,879)
Supplies	33	200	-	1,168	968
Travel expense	2,173	4,164	10,063	11,475	7,311
Commercial insurance	-	-	(53)	936	936
Taxes and registration fees	2,293	3,138	2,603	3,480	342
Professional services - legal	-	-	-	1,668	1,668
Accounting expenses	11,058	40,015	32,571	32,280	(7,735)
Public relations	48,375	107,000	78,089	56,604	(50,396)
Data Base mgmt services	27,769	51,439	15,028	33,000	(18,439)
Direct mail services expenses	1,470	6,880	9,500	15,544	8,664
Payroll services	1,004	3,994	4,614	4,552	558
Other services	6,047	18,988	15,805	24,498	5,510
Credit card fees	480	3,901	9,374	4,332	431
Bank service fees	733	838	116	-	(838)
Contributions to allied organizations	3,000	3,000	7,500	-	(3,000)
Chapter grants	54,450	54,450	2,500	40,000	(14,450)
Miscellaneous expense	-	637	-	-	(637)
Depreciation and amortization	21	86	-	88	2
Investment fees	4,947	9,966	8,632	4,668	(5,298)
Total Expenses	233,253	558,949	467,420	524,977	(33,972)
Net Revenue over Expenses					
(Without Investments)	(75,496)	(152,469)	(276,682)	(248,733)	96,264
OTHER REVENUE (EXPENSES)					
Investments	133,914	75,042	(1,100)	62,000	13,042
Total Other Revenue (Expenses)	133,914	75,042	(1,100)	62,000	13,042
Change in Net Assets	\$ 58,418	\$ (77,427)	\$ (277,782)	\$ (186,733)	\$ 109,306

National Organization for Women
Rolling Cash Forecast
For the Year Ended December 31, 2026 and Actuals Through April 30, 2026

	Actual				Projection								
	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Total
REVENUES													
Membership dues	\$ 32,656	\$ 95,823	\$ 49,307	\$ 40,860	\$ 72,917	\$ 72,917	\$ 72,917	\$ 72,917	\$ 72,917	\$ 72,917	\$ 72,917	\$ 72,917	\$ 801,982
Contributions	185,635	94,695	126,481	119,598	179,366	179,366	179,366	179,366	179,366	179,365	179,365	179,365	1,961,334
Bequests	-	266,742	13,647	175,711	47,917	47,917	47,917	47,917	47,917	47,917	47,917	47,917	839,436
Grants	-	-	-	-	833	833	833	833	833	833	833	833	6,664
Sales	-	3,185	1,268	3,297	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	34,414
Other income	6,176	3,012	5,492	4,390	6,729	6,729	6,729	6,729	6,729	6,729	6,730	6,730	72,904
Total Revenues	224,467	463,457	196,195	343,856	311,095	311,095	311,095	311,095	311,095	311,094	311,095	311,095	3,716,734
EXPENSES													
Payroll	101,885	91,709	101,320	103,702	97,301	97,301	97,301	97,301	97,302	97,301	97,288	97,259	1,176,970
In-kind expenses	-	-	-	-	-	-	-	-	-	-	-	100,000	100,000
Contractors and temps	30,800	44,492	23,000	37,484	40,007	40,007	40,007	40,007	40,007	40,007	39,993	39,994	455,805
Office Rent	17,684	17,685	17,785	17,684	17,663	17,663	17,663	17,663	17,663	17,663	17,656	17,668	212,140
Equipment and copier rent	443	1,604	423	443	460	460	460	460	460	460	459	458	6,590
Product cost	-	-	-	-	417	417	417	417	417	417	417	413	3,332
Repairs and maintenance	-	-	-	-	83	83	83	83	83	83	83	87	668
Chapter rebates	6,564	2,189	11,999	(491)	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	86,925
Telephone and web services	9,485	12,774	11,564	9,974	17,261	17,261	17,261	17,260	17,258	17,257	17,256	17,258	181,869
Postage	2	-	-	2	83	83	83	83	83	83	83	87	672
Postage- direct mail	-	20,046	-	16,766	35,959	35,959	35,959	35,959	35,959	35,959	35,959	35,962	324,487
Delivery expense	-	416	2,048	1,671	656	656	656	656	656	656	654	650	9,375
Publications	133	53	68	156	167	167	167	167	167	167	167	163	1,742
Printing	8,065	25,118	19,010	23,367	22,082	22,082	21,082	21,082	21,082	21,082	20,582	20,582	245,216
Supplies	621	274	463	129	894	894	894	894	895	895	889	886	8,628
Travel expense	1,904	2,593	8,275	5,624	20,733	55,158	6,733	6,733	6,733	6,733	6,733	6,737	134,689
Commercial insurance	-	-	-	-	1,917	1,917	1,917	1,917	1,917	1,916	1,915	1,917	15,333
Taxes and registration fees	1,940	-	-	4,521	1,495	1,495	1,495	1,495	1,495	1,495	1,497	1,497	18,425
Professional services - legal	-	-	-	-	625	625	625	625	625	625	627	623	5,000
Accounting expenses	19,927	29,134	25,657	21,745	20,800	20,800	20,800	20,800	20,800	20,800	20,800	20,805	262,868
Public relations	42,500	42,500	41,250	78,750	36,400	36,400	36,400	36,400	36,400	36,400	36,396	36,393	496,189
Data base mgmt services	26,092	28,598	24,951	92,671	27,500	27,500	27,500	27,500	27,500	27,500	27,500	27,500	392,312
Telemarketing expenses	-	-	-	-	3,666	3,666	3,666	3,666	3,666	3,666	3,666	3,670	29,332
Direct mail services expenses	32,903	34,265	35,988	43,606	43,292	43,292	43,292	43,292	43,292	43,292	43,292	43,292	493,098
List rental expenses	260	160	160	1,542	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	17,122
Payroll services	3,485	2,506	2,552	2,869	3,249	3,249	3,249	3,249	3,249	3,249	3,251	3,258	37,415
Other services	8,440	11,442	6,160	12,094	9,928	80,428	9,324	9,324	9,324	9,324	9,321	9,327	184,436
Credit card fees	8,605	5,551	3,812	4,503	4,800	4,800	4,800	4,800	4,800	4,800	4,798	4,808	60,877
Bank service fees	1,042	965	977	370	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,354
Contributions to allied organizations	-	-	-	3,000	334	334	334	334	334	334	334	326	5,664
Chapter grants	-	-	-	54,450	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,413	137,782
Miscellaneous expense	1,038	-	236	-	208	208	208	208	208	208	210	210	2,942
Depreciation and amortization	42	44	42	42	43	43	43	43	43	41	40	36	502
Investment fees	859	4,017	143	4,947	1,167	1,167	1,167	1,167	1,167	1,167	1,167	1,163	19,298
Interest expense	2,613	2,409	2,238	2,078	2,039	2,039	2,039	2,039	2,039	2,039	2,041	2,040	25,653
Total Expenses	327,332	380,544	340,121	543,699	432,854	537,779	417,250	417,249	417,249	417,244	416,699	516,690	5,164,710
Net Revenue over Expenses													
(Without Investments)	(102,865)	82,913	(143,926)	(199,843)	(121,759)	(226,684)	(106,155)	(106,154)	(106,154)	(106,150)	(105,604)	(205,595)	(1,447,976)
OTHER REVENUE (EXPENSES)													
Investments	32,087	20,265	(111,224)	133,914	15,500	15,500	15,500	15,500	15,500	15,000	15,500	15,500	198,542
Total Other Revenue (Expenses)	32,087	20,265	(111,224)	133,914	15,500	15,500	15,500	15,500	15,500	15,000	15,500	15,500	198,542
Change in Net Assets	(70,778)	103,178	(255,150)	(65,929)	(106,259)	(211,184)	(90,655)	(90,654)	(90,654)	(91,150)	(90,104)	(190,095)	(1,249,434)

National Organization for Women
Rolling Cash Forecast
For the Year Ended December 31, 2026 and Actuals Through April 30, 2026

	Actual				Projection							
	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Cash Adjustments												
Change in market value of investments	(31,257)	(16,260)	111,343	(129,038)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)
Changes in Operating lease, ROU, net	14,914	14,958	15,003	15,046	15,091	15,135	15,180	15,225	15,270	15,315	15,361	15,408
Changes in receivables	76,257	(8,261)	-	(644)	-	-	-	-	-	-	-	-
Changes in prepaid expense	(12,881)	6,564	32,240	(5,112)	-	10,000	22,500	-	-	-	-	-
Changes in notes receivable	60,501	50,910	47,426	56,904	13,884	13,931	13,978	14,025	14,072	14,119	14,167	14,214
Changes in payables and other	(4,644)	(44,784)	(51,607)	11,740	-	-	-	-	-	-	-	-
Changes in rebates payable	(8,006)	79	(689)	(637)	80	80	80	80	80	80	80	80
Changes in notes payable	(60,501)	(50,910)	(47,426)	(56,904)	(13,884)	(13,931)	(13,978)	(14,024)	(14,072)	(14,119)	(14,167)	(14,214)
Changes in operating lease liability	(15,032)	(15,076)	(15,120)	(15,165)	(15,209)	(15,253)	(15,298)	(15,342)	(15,387)	(15,993)	(16,040)	(16,087)
Changes in equipment and furnishings	44	42	44	42	44	44	44	44	44	44	44	44
Total Adjustments	19,395	(62,738)	91,214	(123,768)	(15,494)	(5,494)	7,006	(15,492)	(15,493)	(16,054)	(16,055)	(16,055)
Cash and Equivalent, Beginning of Period	3,370,424	3,319,041	3,359,481	3,195,545	3,005,848	2,884,095	2,667,417	2,583,769	2,477,623	2,371,476	2,264,272	2,158,113
Change in cash	(51,383)	40,440	(163,936)	(189,697)	(121,753)	(216,678)	(83,648)	(106,146)	(106,147)	(107,204)	(106,159)	(206,150)
Cash and Cash Equivalent, End of Period	\$ 3,319,041	\$ 3,359,481	\$ 3,195,545	\$ 3,005,848	\$ 2,884,095	\$ 2,667,417	\$ 2,583,769	\$ 2,477,623	\$ 2,371,476	\$ 2,264,272	\$ 2,158,113	\$ 1,951,963

Board Report: FY26 Performance & Strategic Overview

June 2026 | National Organization for Women

Executive Summary

Year to date, NOW is seeing \$725,366 in total income, down 8% compared to this point last year, following a historically elevated fundraising environment in FY25. New member acquisition is up 9% and reinstated members are up 67%, while renewed members and sustainer revenue are trailing due to campaign timing, renewal cadence shifts, and longer-term sustainer attrition. The second half of FY26 is focused on closing the gap through renewed acquisition, recurring giving, legacy giving, conference sponsorship, grants, and integrated anniversary/election-year campaigns.

Strategic takeaway: Strong campaign performance and improved development infrastructure provide a clear path to rebuild revenue momentum in the second half of FY26.

FY26 YTD Integrated Performance (January 1 - May 31)

Metric	FY26	FY25	YoY Change
Total Revenue w/out Sustainer	\$618,142	\$663,942	-7%
Total Gifts	8,873	9,908	-10%
Average Gift	\$69.67	\$67.01	+4%
New Members Acquired	1,201	1,104	+9%
Reinstated Members	514	307	+67%
Renewed Members	2,500	3,248	-23%
Sustainer Revenue (initial and subsequent)	\$107,224	\$121,570	-12%
Total Revenue w/ Sustainer	\$725,366	\$785,512	-8%

The shortfall is primarily driven by the timing of several direct mail campaigns, including the combination of January and February renewal efforts. Strong performance in priority campaigns provides confidence that revenue can be made up in the balance of the year.

Direct Mail Performance

Metric	FY26	FY25	YoY Change
Total Revenue*	\$413,655	\$457,278	-9.5%
Total Gifts	5,617	6,666	-16%
Average Gift	\$73.64	\$68.60	+7%
New Members Acquired	538	16	+3263%
Reinstated Members	492	307	+60%
Renewed Members	1,327	1,997	-34%

*Does not include Chapter or in-house new revenue.

Direct mail generated 5,617 gifts and \$413,655 in revenue during the first five months of FY26. The average gift is up \$5.04 year over year, while renewal volume is lower due to delayed mail dates and early-year cadence adjustments. Renewal mail is now back on track.

Member Acquisition, Reinstatement, and Renewal

- New member growth is being driven by improved segmentation in house-file appeals, with active members receiving a giving call-to-action and non-member donors being asked to join as members.
- Two reinstatement campaigns have mailed to date, with additional campaigns planned for July, September, and November.
- Upcoming reinstatement tests include a NOW lapel pin premium and a discounted membership fee, along with reply-form tweaks designed to lift response.
- Renewal performance is trailing primarily due to earlier timing and reprint delays, but the renewal cadence is now back on track.

FY26 Acquisition Strategy: Rebuilding the Donor and Member Pipeline

NOW is launching its first direct mail acquisition campaign since 2023 as part of a broader strategy to rebuild the donor and member pipeline. The FY26 acquisition plan includes 600,000 total mail pieces across three campaigns in June, August, and September, with a projected goal of acquiring approximately 5,400 new donors and members.

Campaign	Mail Quantity	Projected New Donors/Members
June	200,000	1,800
August	200,000	1,800
September	200,000	1,800
Total	600,000	5,400

Testing Strategy

- Petition Package: Uses signature collection as the engagement tool, asking prospective supporters to take action on issues affecting women and families and join NOW as members.
- Survey Package: Uses opinion-gathering to engage prospective supporters on the current state of women's rights and position membership as the next step in the fight for equality.
- Both packages include address labels and a core-issue insert to reinforce NOW's brand and priorities.
- The campaign will help NOW identify which engagement tool performs best with today's prospective supporters and create a larger pool for renewal, recurring giving, major giving, and legacy giving.

Digital Performance and Channel Trends

Metric	FY26	FY25	YoY Change
Total Revenue	\$204,487	\$206,664	-1.1%
Total Gifts	3,256	3,242	+0.4%
Average Gift	\$62	\$64	-1.3%
New Members Acquired	663	1,088	-39%
Reinstated Members	22	0	N/A
Renewed Members	1,173	1,251	-6.2%

- Website revenue totaled \$130,569 and remained the organization's largest digital revenue source, despite declining 17% year over year following elevated post-election fundraising in FY25.
- Email revenue increased 36% year over year (\$65,525 vs. \$48,252), reflecting stronger integrated fundraising and membership campaigns.
- Digital advertising generated \$8,318 in attributable revenue, compared with \$75 during the same period last year after restarting this important fundraising and engagement channel.
- SMS/texting remains an area for growth and will be integrated more intentionally into future fundraising, advocacy, and engagement campaigns.

Membership and Sustainer Program

New member acquisition is below FY25 digital levels, but the comparison is heavily influenced by the exceptional membership surge following the 2024 presidential election. In FY26, new member growth is being driven more intentionally through the March Member Drive, May Match Membership Campaign, and integrated direct mail and digital outreach.

Sustainer revenue is down year over year, reflecting a longer-term trend after the major sustainer surge following the overturn of Roe. Monthly sustainer revenue has remained relatively consistent in FY26, averaging approximately \$21,000 through May. The second half strategy focuses on relaunching recurring giving through the 28 Club.

Key Accomplishments and Strategic Wins

- Successfully launched the 60th Anniversary Member & Donor Drive, generating more than \$30,000 in campaign revenue, 123 memberships, and 431 donor gifts through an integrated email, web, and advertising strategy.
- During the Member & Donor Drive timeframe, digital one-time gift revenue increased 24% year over year and one-time gift volume increased 43% year over year, while recurring gift acquisition increased 52% year over year.

- Implemented NOW’s first fully integrated Spring Match campaign in several years, combining direct mail, email, web, and advertising into a coordinated fundraising strategy.
- Expanded digital acquisition and engagement efforts through lead generation, advocacy, email, web, advertising, and texting channels.
- Re-established strategic quarterly campaign planning that integrates fundraising, membership, advocacy, web, advertising, and SMS efforts into a unified strategy.
- Developed new fundraising and 28 Club email templates to improve supporter experience, strengthen brand consistency, and support more efficient campaign execution.

Fundraising Infrastructure and Anniversary Integration

Development staff have integrated donor acquisition, member conversion, recurring giving, planned giving, and 60th Anniversary messaging into a coordinated fundraising strategy. Rather than treating these as separate campaigns, the team is building a connected donor pathway that moves supporters from first-time engagement to deeper long-term investment in NOW’s future.

- Aligning acquisition, membership, recurring giving, and planned giving under one broader development strategy.
- Incorporating legacy giving language into anniversary-year fundraising and donor communications.
- Using the 28 Club as a bridge between monthly giving, member engagement, and long-term donor cultivation.
- Strengthening donor pathways from first gift to membership, recurring support, major giving, and legacy giving.
- Building campaign infrastructure that supports both immediate revenue and long-term sustainability.

28 Club and Recurring Giving

The 28 Club has been launched as NOW’s recurring giving program and as a modern tribute to the 28 founders who created NOW in 1966. The program connects NOW’s founding legacy to today’s need for reliable, year-round support.

- Provides a clear recurring giving identity tied to NOW’s 60th Anniversary and founding story.
- Creates an entry point for monthly donors who can be cultivated over time into deeper engagement, major giving, or legacy giving.
- Includes donor benefits such as a commemorative sticker pack, quarterly action-focused newsletter, invitations to special events, and recognition in the annual NOW Conference Program.
- Supports the broader goal of stabilizing recurring revenue and increasing donor retention.

Planned Giving and FreeWill Partnership

NOW is continuing to build its planned giving program as part of a long-term revenue diversification strategy. Planned giving is being integrated into development planning, including donor mapping, anniversary messaging, recurring giving, and major donor cultivation.

FreeWill is an online estate planning platform that helps supporters create wills and include NOW in their future plans. NOW has a multi-year agreement with FreeWill signed through March 2028. The partnership should be evaluated as a long-term pipeline-building strategy, not a short-term annual giving expense.

FreeWill Pipeline	Value
Primary bequest commitments since launch	253
Estimated future planned gift value since launch	\$10.6M
2026 YTD primary bequest commitments	44
2026 YTD estimated future planned gift value	\$984,200

- Identifies donors with long-term philanthropic intent for cultivation and stewardship.
- Expands future gift opportunities through bequests, beneficiary designations, and non-cash gifts.
- Supports major gift and recurring donor cultivation by identifying high-capacity supporters.
- Strengthens donor lifetime value and long-term financial sustainability.

Legacy Giving Roadmap

- Progress to date includes improved donor mapping, launch of the 28 Club as a recurring giving entry point, integration of NOW's founding story into donor messaging, and development of dedicated legacy giving collateral.
- In the second half of 2026, the development team will focus on a full refresh of NOW's legacy giving program, stronger targeting and tracking, improved follow-up with planned giving prospects, and enhanced recognition for legacy supporters.
 - The Muriel Fox Major Giving Program: Honoring the Founders. Funding the Future.
 - Unite major donors under one unrestricted, mission-driven umbrella
 - Celebrate NOW's founding legacy through modern feminist philanthropy
 - Create a recognition pathway that is inspiring, not transactional
 - Recognition Circles tied to leaders in the movement
 - This work is designed to build a clearer donor pathway from member to monthly donor to major donor to legacy donor.

2026 National NOW Conference Sponsorship Growth

NOW has significantly expanded conference sponsorship revenue in 2026. Confirmed sponsorship revenue increased to \$40,000, compared to \$4,200 in 2025, representing nearly a tenfold increase.

- Shifted from passive visibility opportunities to intentional, multi-channel partner integration.
- Created structured sponsorship tiers with clearer benefits and pricing.
- Used the 60th Anniversary and National Conference as timely opportunities to engage aligned partners.
- Built a stronger model for future conference revenue and sponsor cultivation.

Strategic Grant Funding and Philanthropic Growth

NOW is expanding its institutional fundraising strategy to build a more diversified and sustainable revenue base. In 2025, NOW secured first-time funding from The Edna Wardlaw Charitable Trust, validating funder interest in NOW's education, civic engagement, and grassroots impact.

- Building a broader grant-seeking pipeline focused on foundations aligned with NOW's national and community-level mission.
- Pursuing support for grassroots education, community mobilization, nonpartisan voter engagement, leadership development, and high-impact advocacy outreach.
- Continuing grant prospecting and applications to support civic engagement and community mobilization initiatives.
- Using grant funding to scale mission-driven programs, strengthen national-to-local implementation, and reduce reliance on any single revenue stream.

Looking Ahead: Second Half FY26 Priorities

- Launch the FY26 acquisition campaign, NOW's first direct mail acquisition effort since 2023, and execute follow-up acquisition campaigns to rebuild the donor and member pipeline.
- Launch NOW's first dedicated sustainer campaign in more than a year through the rollout of the 28 Club, including branding, donor benefits, campaign creative, and supporter communications.
- Launch the summer integrated campaign, This Summer, We Fight Back, combining fundraising, advocacy, membership recruitment, and election engagement.
- Expand member acquisition through the 60 for 60 membership campaign and future lead generation initiatives.
- Launch the annual Ms. Magazine subscription campaign to drive donor acquisition and revenue growth.
- Continue building voter education, supporter engagement, and voter mobilization efforts ahead of the 2026 election cycle.
- Advance legacy giving through improved messaging, targeting, tracking, and donor follow-up.
- Continue grant prospecting and applications to support civic engagement, grassroots education, and community mobilization.

DIGITAL MEDIA



REPORT

presented by Kim Sontag & RAD | June 25,
2026

CORE RESPONSIBILITIES



- 01 WEBSITE MANAGEMENT
- 02 SOCIAL MEDIA MANAGEMENT
- 03 EMAIL COMMUNICATIONS
- 04 DIGITAL DESIGN &
CONTENT CREATION
- 05 STRATEGIC COLLABORATION
- 06 PLATFORM
MAINTENANCE
- 07 SOCIAL MEDIA PERFORMANCE



2026 National Conference: June 26-28

Learn More



WEBSITE MANAGEMENT

Maintains and updates content on the NOW, NOW Foundation, and NOW PAC websites to ensure timely, relevant information is available to the public and stakeholders.





NOW
POLITICAL ACTION COMMITTEE

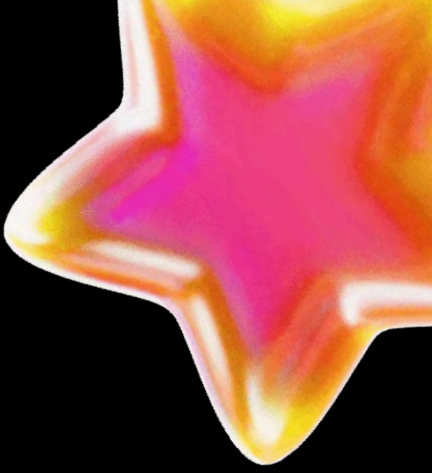


National Organization for Women Political Action Committee

The upcoming 2026 mid-term elections will show the

SOCIAL MEDIA MANAGEMENT

Oversees all social media platforms (Facebook, Instagram, TikTok, Threads, and BlueSky). Creates original graphics, curated content, and manages engagement strategy across platforms.



57%

EMAIL COMMUNICATIONS

Designs and distributes bi-weekly newsletters and targeted digital mailings. Up 2% from 2025, maintains a strong 57% average open rate, well above the industry average.



DIGITAL DESIGN & CONTENT CREATION

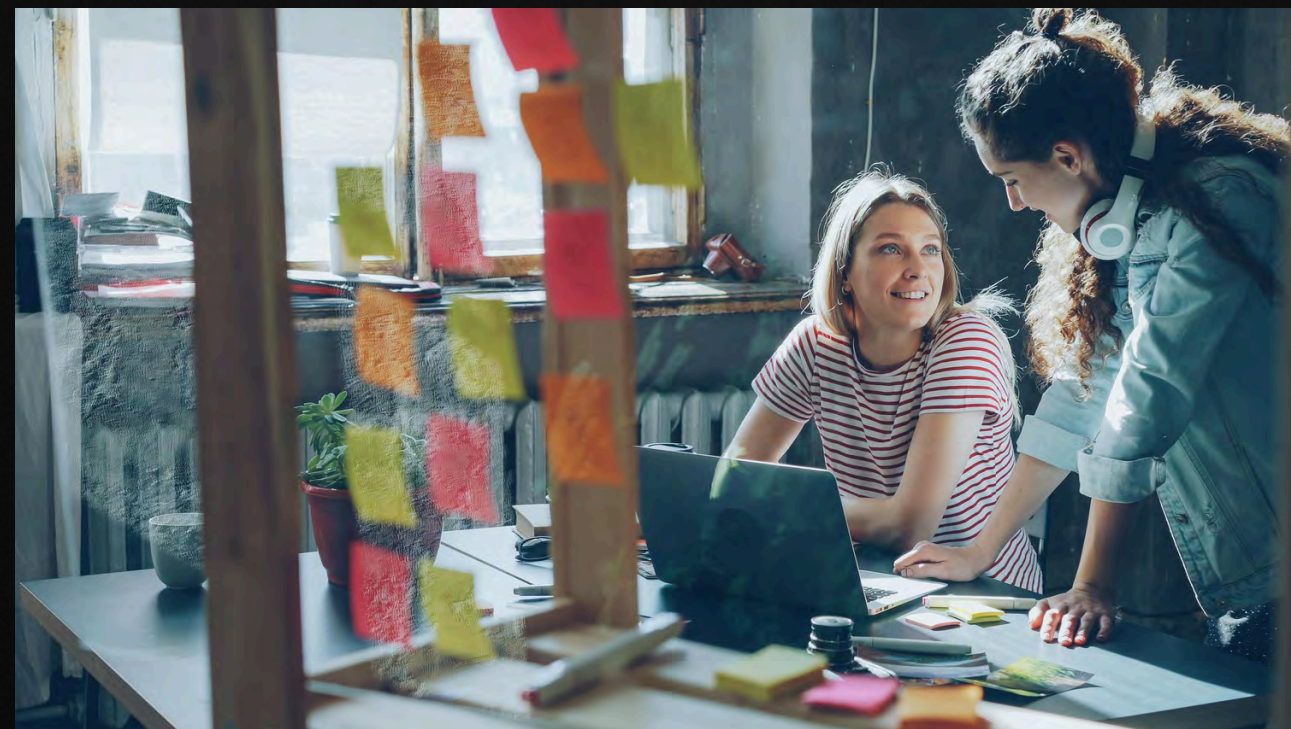
Creator of
graphics for
social platforms,
NOW events,
and speaker
event/engagement
promotion.



STRATEGIC COLLABORATION

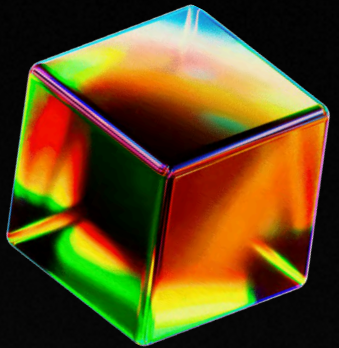


Participates in daily and weekly strategy meetings to align digital messaging with organizational goals.



CRM MAINTENANCE

Super-Admin and main liaison to EveryAction, now called Bonterra, CRM database. Builds out digital engagement tracking and statistics. Working with other teams on duplication and deliverability issues



UPCOMING PLANS



REVAMP FOUNDAION SITE

Reworking site to a more modern and current informational layout

MEMBERSHIP GROWTH

Implement strategies with a nationwide effort to increase membership with chapter collaboration

LAUNCH 2026 LOVE YOUR BODY CAMPAIGN

Prepare for October's poster contest.

UNLOCK THE FUTURE

Revising and updating the landing page, Bill of Rights reflecting this Administrations atosities, and engagement of coalition parters.

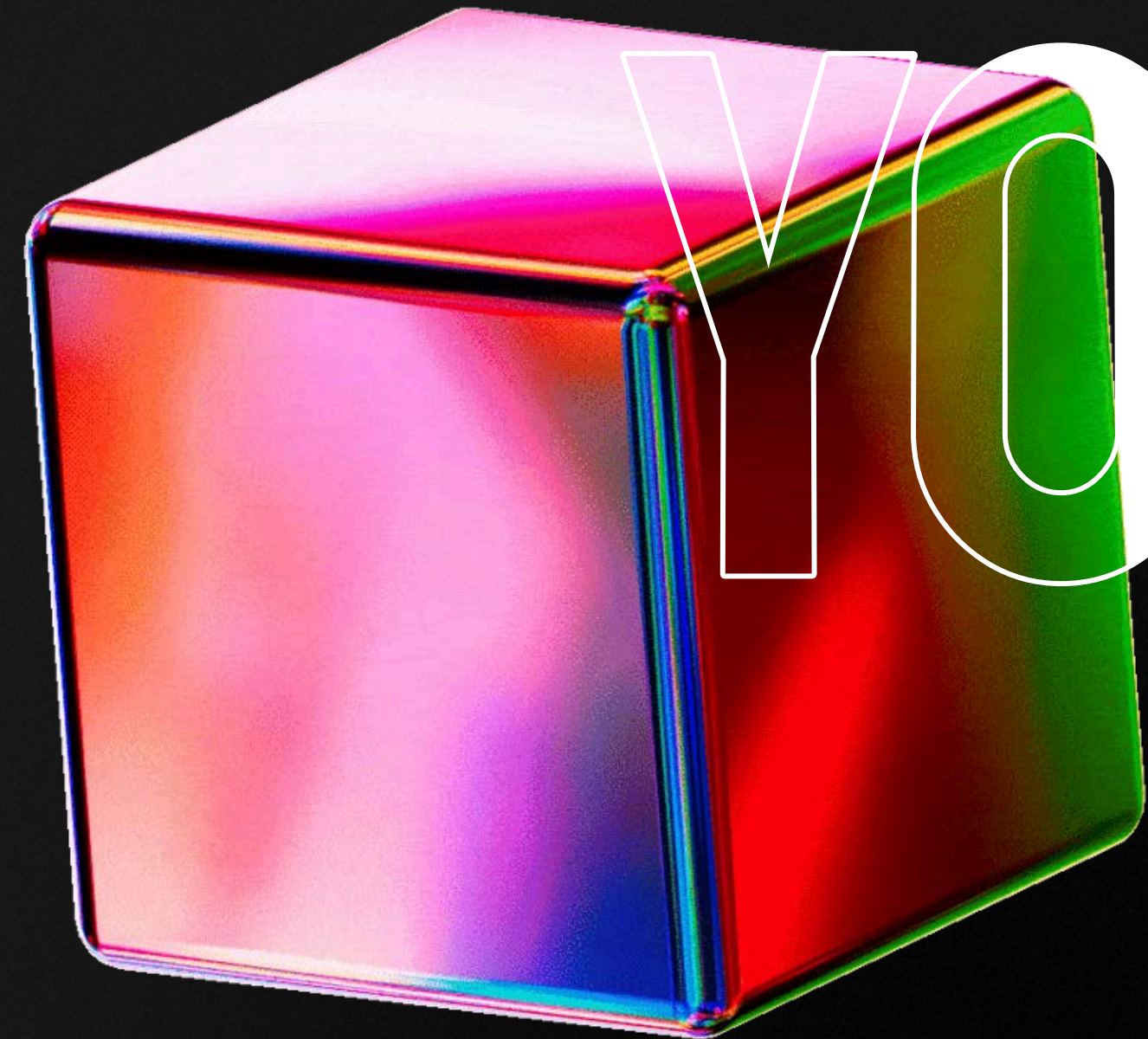
SOCIAL MEDIA INFLUENCERS

Collaboration with influencers that match with our brand personality to introduce our brand to wider segments and audience





THANK



YOU

FOLLOW NOW



@NATIONALNOW



NOW Social Media Performance



Key Highlights:



NOW Social Media Performance

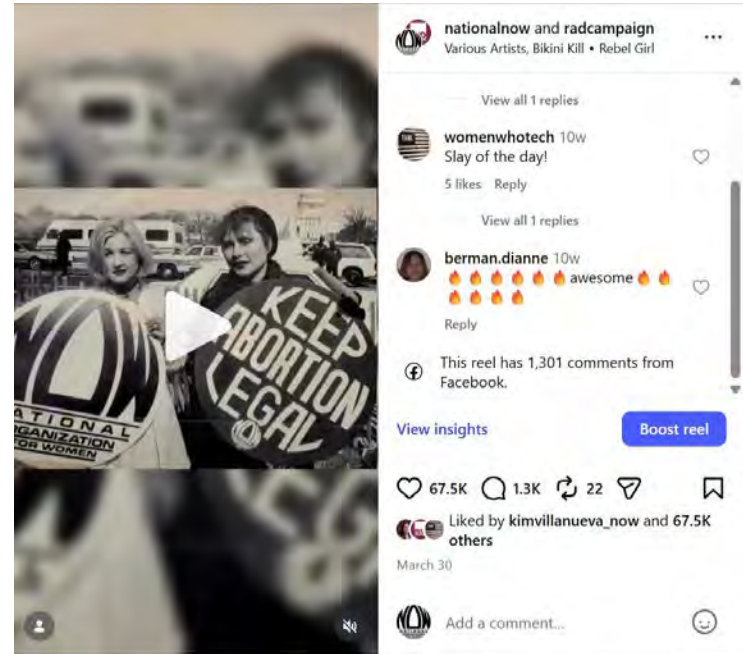
Highlights

- **Strong audience growth** across every platform.
- **Fastest-growing platforms: TikTok (+205.5%) and Facebook (+182%).**
- **Facebook delivered the largest reach** and engagement volume.
- **Instagram generated significant reach growth (+361%).**
- **Cultivated relationships with several like-minded influencers and organizations:** [Monte Mader](#) (2.6M Followers), [V Spehar](#) (1.2M), [Blair Imani](#) (904K Followers), [Katie Phang](#) (former MSNBC Host - 165K Followers), [@RealBlackGirlPolitics](#) (69.3K Followers), [@WomensMarch](#) (1.5M Followers), [MoveOn](#) (665K Followers), [@PublicCitizen](#) (163K Followers), and more.

Key Wins

- **Facebook reach:** 207M impressions and 10.9M engagements (+251%)
- **Instagram reach growth:** +361%
- **TikTok audience growth:** +205.5%
- **Facebook audience growth:** +182%
- **Instagram:** +15,000 new followers

Facebook remains the strongest platform for scale, engagement, and community. Short-form video and shareable content continue to fuel performance gains.



Audience Growth

- **TikTok:** +205.5% follower growth
- **Facebook:** +182% follower growth
- **Threads:** +13.9%
- **BlueSky:** +12.2%
- **Facebook:** +147K new followers (largest volume)
- **Instagram:** +15,000 new followers
- **TikTok:** +3,514
- **Threads:** +2.6K
- **BlueSky:** +1.2K
- **X:** +160* - Account relaunched September 2025



LaSalle County NOW

Audience Growth

Key Takeaway: TikTok and Facebook were the primary drivers of audience growth, with Facebook adding the largest number of new followers overall.

Platform	Follower Growth	New Followers
TikTok	+205.5%	+3,514
Facebook	+182.0%	+147,000
Threads	+13.9%	+2,600
Bluesky	+12.2%	+1,200
Instagram	Not Available	+15,000
X <i>Account relaunched in September 2025.</i>	Not Available	+160*

Audience Snapshot

- **Instagram:** 90% women, 10% men
- **Facebook:** 88% women, 12% men
- **TikTok:** 80% women, 20% men
- **Threads:** 72.3% women, 12.9% men, 14.8% other
- **Audience remains predominantly women across every platform, reinforcing alignment with NOW's core constituency.**



nationalnow and kimvillanueva_now



Audience Age Demographics

- **Instagram:** 35-44 (27.3%),
45-54 (25.9%), 55-64 (18.2%)
- **Threads:** 35-44 (13.9%)
45-54 (23.5%), 55-64 (27.6%),
65+ (26.9%)
- **TikTok:** 35-44 (15.4%),
45-54 (29.0%), 55+ (46.7%)
- **Facebook:** 35-44 (20.2%),
45-54 (23.9%), 55-64 (20.3%),
65+ (24.0%)
- **Adults 45+ represent the majority of
NOW's audience across all platforms.**



486K · View insights

Boost post

45.6K 390 142 122



Reach & Visibility

Facebook dramatically outperformed all platforms in total reach.

Instagram experienced exceptional year-over-year growth at +361%.

- **Facebook:** 207M total reach
- **Instagram:** 8.4M reach
- **TikTok:** 298,000 viewers



Impressions & Visibility

- Facebook: 207M impressions
- Instagram: 17.6M impressions
- TikTok: 346K impressions
- Threads: 84.3K impressions
- Facebook profile visits: 1.7M (+167%)
- Instagram: 58.5K
- TikTok: 3,183

Increased visibility translated into significant profile traffic, particularly on Facebook and Instagram.



Video Performance

- **Facebook:** 17.7M video views
- **TikTok:** 347K video views
- **YouTube (28 days):** 664 views
- **Video content continues to be a major driver of visibility, with Facebook generating the overwhelming majority of video consumption.**



Engagement Overview

- Facebook delivered the strongest engagement performance, generating more than 10.9 million interactions.
- Engagement growth of 251% on Facebook demonstrates the strength of community-building efforts.
- Instagram generated 2.5M engagements

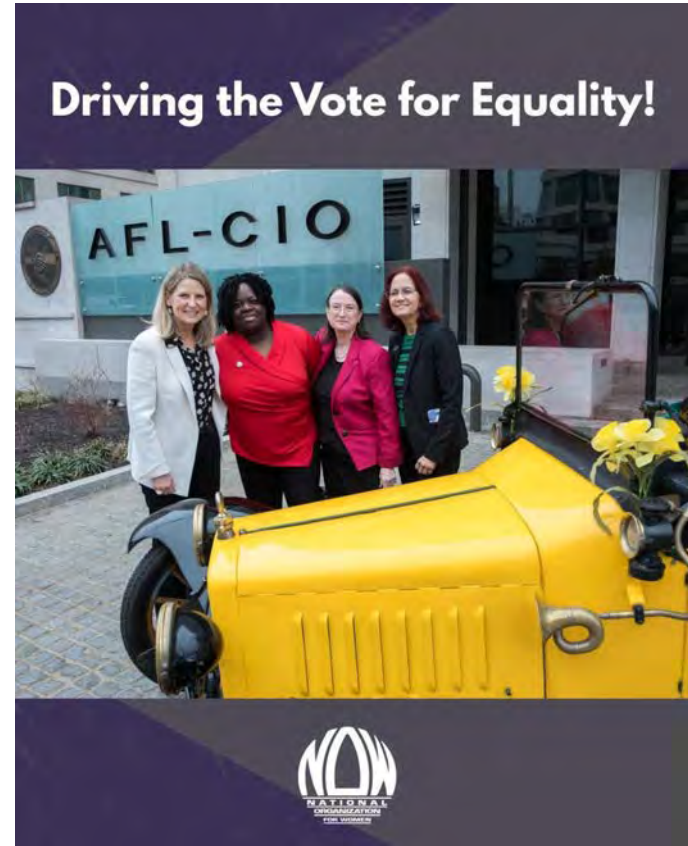
Platform Engagement Detail

- **Instagram (90 days):** 329K likes, 9.6K comments, 21.7K reposts, 65K shares, 20.9K saves
- **Threads (90 days):** 7,923 likes, 1,692 replies, 1,425 reposts, 130 quotes
- **TikTok:** 43K likes, 1,125 comments, 3,551 shares, 2,214 saves
- **BlueSky:** 11,271 likes, 386 replies, 3.2K reposts, 187 quotes



Sharing & Advocacy

- **Instagram:** 87K shares (highest across all platforms)
- **TikTok:** 3,551 shares
- **Threads:** 1,155 shares
- **Instagram generated the strongest organic sharing behavior, indicating content resonance and audience advocacy.**



Community Engagement

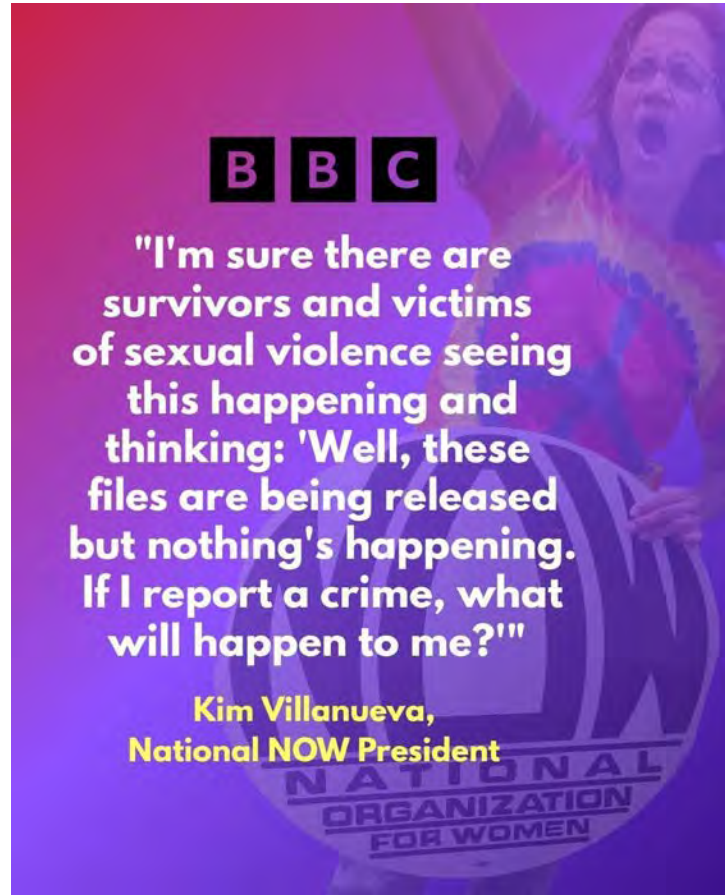
- Facebook leads all platforms in overall community participation.
- Posts regularly generate hundreds of comments, thousands of likes, and significant reshare activity.
- Facebook remains NOW's most effective platform for fostering conversation, community building, and supporter participation.

Top Performing Content

- **Calling out hypocrisy and injustice.**
- **Women's rights and bodily autonomy.**
- **Voting rights and democracy.**
- **Anti-authoritarian and pro-democracy messaging.**
- **Rapid-response commentary on breaking news.**
- **The strongest-performing content sparked emotion, encouraged sharing, and connected current events to NOW's core mission.**

Content Insights

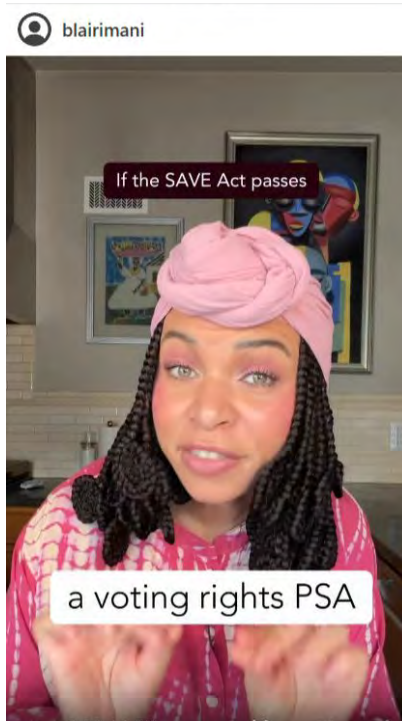
- **Top engagement drivers:** Democracy, voting rights, women's rights, anti-authoritarian messaging, and rapid-response commentary.
- **Breaking news posts:** High interaction volume
- **Reels and short videos:** High reach
- **Influencer collaborations:** Expanded audience reach



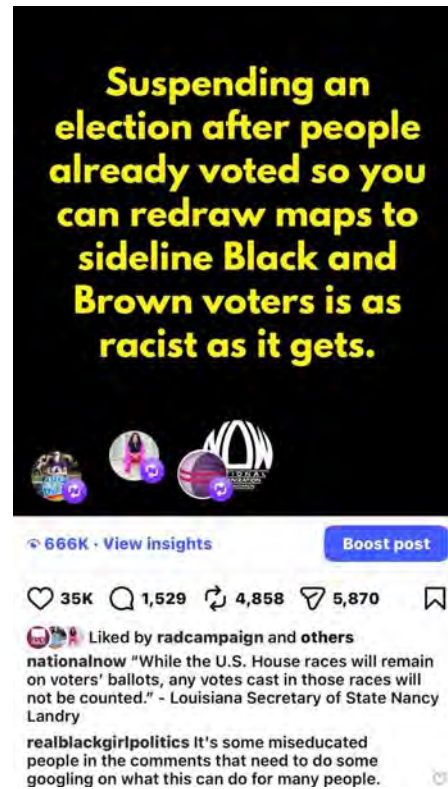
Top Instagram Content



Video collage of women changing the world.

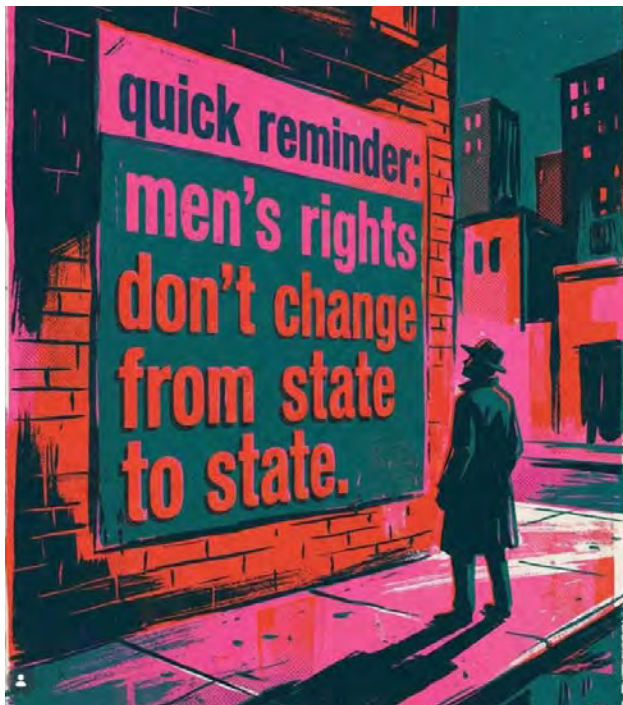
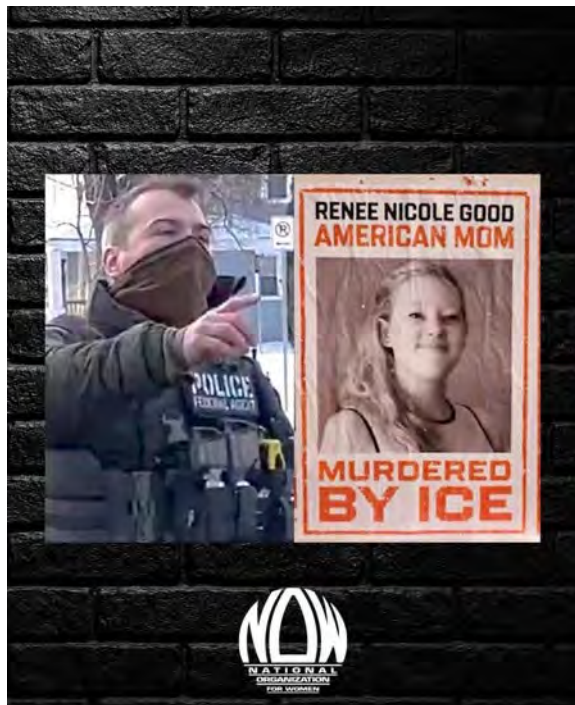


SAVE ACT IG reel with Influencer Blair Imani



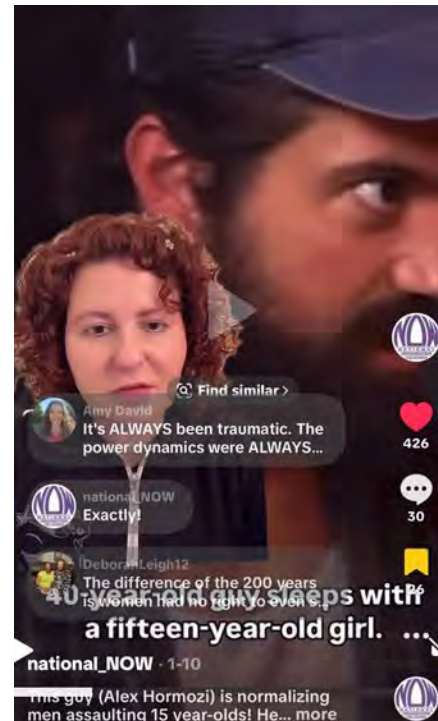
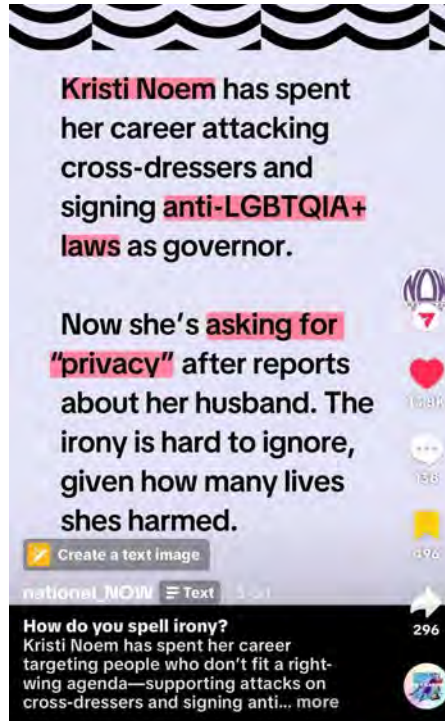
Top Threads Content

Why It Worked: High emotion, urgency, strong opinions, and text + media combinations consistently outperformed.



Top TikTok Content

Why It Worked: Direct, authentic opinions, clear messaging, strong emotional reaction, visual-first storytelling.



Top BlueSky & X Content

- **BlueSky top content:** Democracy and fascism commentary, Michelle Goldberg quote on authoritarianism, No Kings messaging.
- **BlueSky why it worked:** Thought-provoking content, image-based text posts stood out, strong values-driven messaging.
- **X top content:** SAVE Act criticism, voting rights, State of the Union rapid-response posts, reproductive rights content.
- **X why it worked:** Timely political commentary, strong opinions, breaking-news engagement.



National Organization f... @nationa... · 8mo



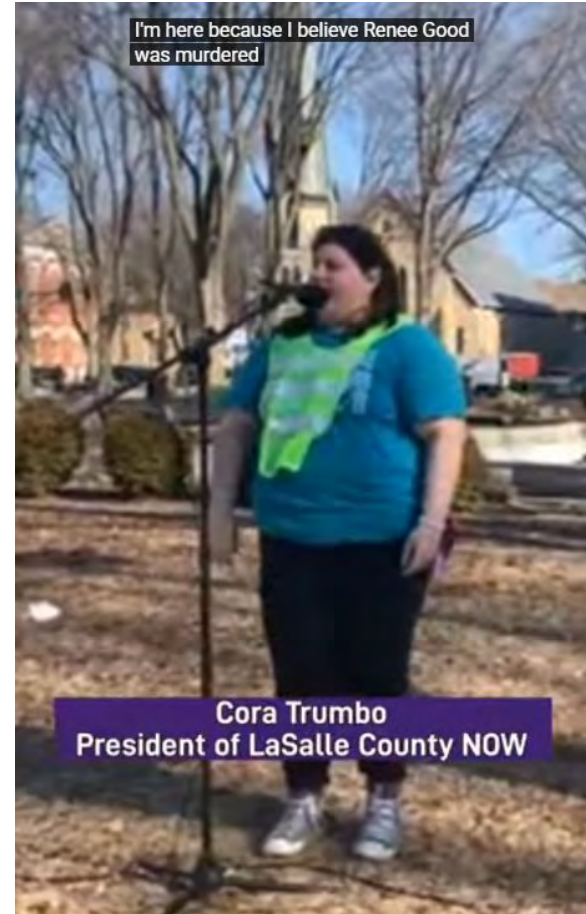
13 121 445

Video Performance by Platform

- **Instagram Reels:** 1.7M views
- **TikTok:** 347K views
- **Facebook:** 17.7M views
- **YouTube:** 12,634 views
- **Facebook total watch time:** 68,166 hours
- **YouTube total watch time:** 177.2 hours

Short-Form Video Performance

- **Instagram Reels (90 days):** 1.6M accounts reached, 161K interactions
- **YouTube Shorts:** 12,634 views, 5,637 engaged views, 331 likes.
- **Viewers respond strongly to people-focused visuals.**
- **Historical and contemporary feminist storytelling performs well.**
- **Relevant music and trending topics improve performance.**



Mission Impact

- Social media drives awareness and mobilizes supporters around advocacy actions.
- Builds the feminist resistance movement and expands visibility of NOW campaigns.
- Early fundraising tests on Facebook and Instagram show promising results, particularly during breaking news and offering premiums.



60th Anniversary Campaign

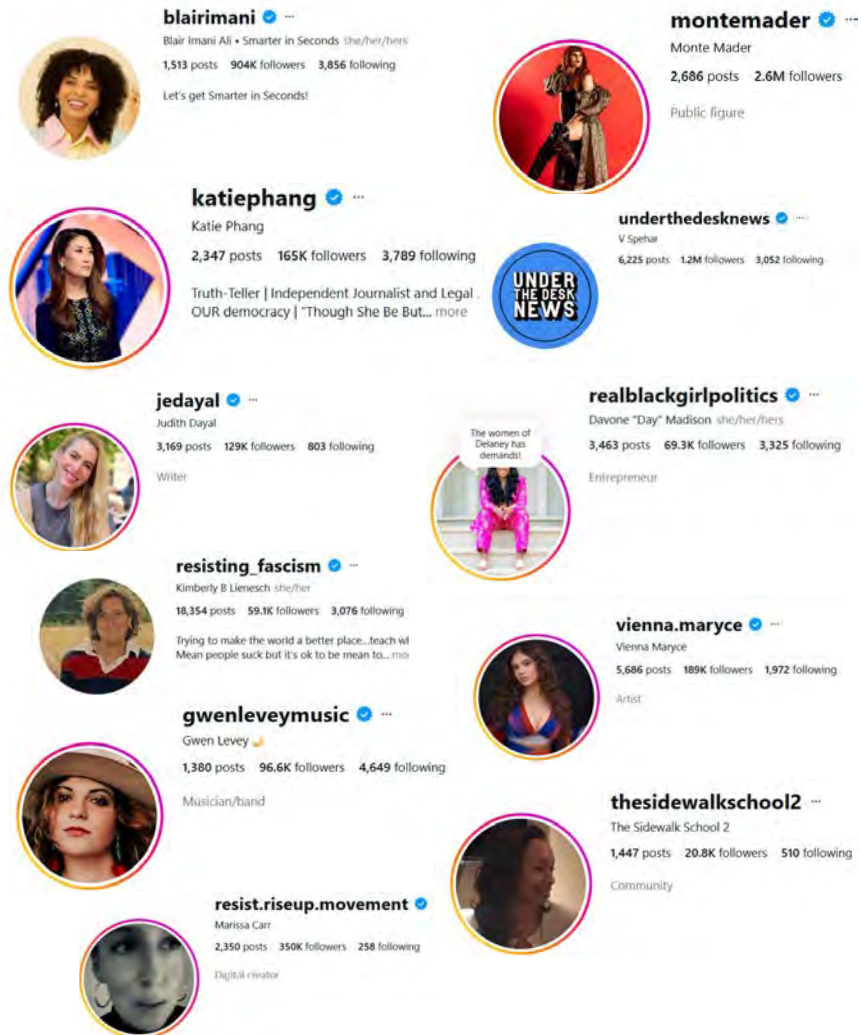
Celebrating NOW's legacy while inspiring supporters to build the next chapter of feminist resistance.

- **Facebook:** 5,107 likes, 153 comments, 681 reshares
- **Instagram:** 2,245 reach, 190 engagements
- **TikTok:** 1,625 reach, 272 engagements
- **YouTube:** 412 reach, 26 engagements

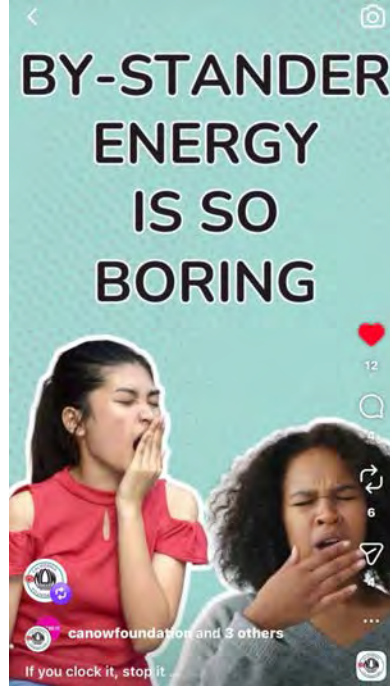


Amplification & Partnerships

- Creator partnerships and Influencers collabs helped expanded reach.
- Supporters are actively sharing content and cross-platform reposting.
- Increased organic visibility through high engagement.
- **Opportunities:** Expand influencer cultivation, develop a creator partnership pipeline, increase chapter collaboration content.



Amplifying NOW Chapters



Working with Members of Congress



20.9K · View insights

2,151 51 90 40

Supporting the Epstein Survivors and Families



Challenges & Lessons Learned

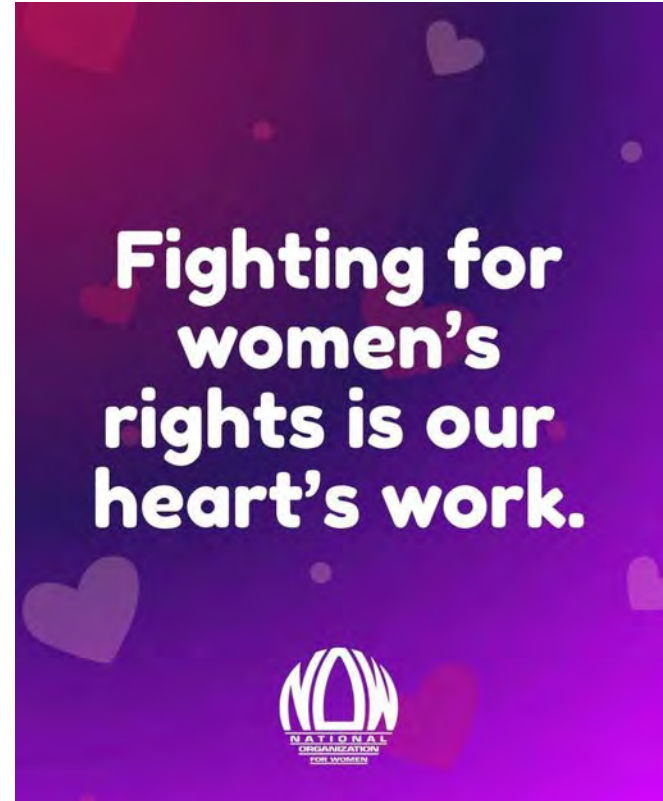
- **X:** Continues to underperform relative to other platforms. The algorithm is not supporting NOW.
- **Instagram:** Hashtags are less effective; shares and saves are stronger ranking signals.
- **Facebook:** Continued challenges with bots and trolls require ongoing management.
- **Feminism NOW:** Content is not resonate strongly.

Strategic Recommendations

- **Content:** Continue rapid-response strategy, lean into breaking news tied to NOW issues.
- **Partnerships:** Expand influencer collaborations, increase chapter collaboration content and amplification.
- **Growth:** Reclaim Facebook/Instagram master admin access, explore ManyChat for lead generation, continue testing fundraising content.

Goals for Next Year

- **Audience:** Grow social audiences and engagement across platforms.
- **Content:** Continue rapid-response content, expand influencer collaborations, increase chapter partnerships.
- **Conversions:** Increase fundraising testing and grow advocacy lead generation on social channels through NOW petitions and letter to targets. Adding more people to NOW's email list will give NOW a larger audience to cultivate for membership.
- **Campaign priorities:** Abortion rights, midterm elections, voter registration, building the feminist resistance movement.





Social Media is Fueling the Feminist Resistance!



CERTIFIED PUBLIC ACCOUNTANTS

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Washington, DC 20036
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June 2, 2026

To the Board of Directors
National Organization for Women, Inc. and Affiliates
Washington, DC

We have audited the consolidated financial statements of National Organization for Women, Inc. and Affiliates (the "Organization") for the year ended December 31, 2025, and we will issue our report thereon dated June 2, 2026. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated December 18, 2025. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by National Organization for Women, Inc. and Affiliates are described in Note B to the consolidated financial statements. No other accounting policies were adopted and the application of existing policies was not changed during 2025. We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the consolidated financial statements in the proper period.

Accounting estimates are an integral part of the consolidated financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the consolidated financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the consolidated financial statements were the assigned useful lives of the property and equipment for depreciation and amortization, and the functional allocation of expenses between program and support services. We evaluated the key factors and assumptions used to develop these estimates in determining that they are reasonable in relation to the consolidated financial statements taken as a whole.

The disclosures in the consolidated financial statements are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. There were no misstatements detected and corrected by management as a result of audit procedures performed.

Disagreements with Management

For purposes of this letter, a disagreement with management is a disagreement on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the consolidated financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated June 2, 2026.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Organization's consolidated financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Organization's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our engagement.

National Organization for Women, Inc. and Affiliates
Required Communications Letter
Page Three

Other Matters

With respect to the supplementary information accompanying the consolidated financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with U.S. generally accepted accounting principles, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the consolidated financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the consolidated financial statement, or to the consolidated financial statements themselves.

This information is intended solely for the use of the Board of Directors and management of National Organization for Women, Inc. and Affiliates and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

A handwritten signature in black ink, appearing to read "Jm & M". The signature is written in a cursive, flowing style.



CERTIFIED PUBLIC ACCOUNTANTS

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To The Board of Directors
National Organization for Women, Inc. and Affiliates
Washington, DC

In planning and performing our audit of the consolidated financial statements of National Organization for Women, Inc. and Affiliates (the "Organization") as of and for the year ended December 31, 2025, in accordance with auditing standards generally accepted in the United States of America, we considered National Organization for Women, Inc. and Affiliates' internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Organization's consolidated financial statements will not be prevented, or detected and corrected, on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

This communication is intended solely for the information and use of management, the Board of Directors, and others within National Organization for Women, Inc. and Affiliates, and is not intended to be, and should not be, used by anyone other than these specified parties.

Washington, DC
June 2, 2026

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES

**CONSOLIDATED FINANCIAL STATEMENTS AND
INDEPENDENT AUDITOR'S REPORT**

DECEMBER 31, 2025 AND 2024

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CERTIFIED PUBLIC ACCOUNTANTS

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Independent Auditor's Report

To the Board of Directors
National Organization for Women, Inc. and Affiliates
Washington, DC

Opinion

We have audited the accompanying consolidated financial statements of National Organization for Women, Inc. and Affiliates (nonprofit organizations), which comprise the consolidated statements of financial position as of December 31, 2025 and 2024, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of National Organization for Women, Inc. and Affiliates as of December 31, 2025 and 2024, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of National Organization for Women, Inc. and Affiliates and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about National Organization for Women, Inc. and Affiliates' ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of National Organization for Women, Inc. and Affiliates' internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about National Organization for Women, Inc. and Affiliates' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The consolidating schedules on pages 22 - 23 are presented for purposes of additional analysis and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The consolidating information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

A handwritten signature in black ink, appearing to read "J.M. & M.", is positioned below the main text block.

Washington, DC
June 2, 2026

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2025 AND 2024

	<u>2025</u>	<u>2024</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash and cash equivalents	\$ 3,484,967	\$ 5,521,399
Contributions receivable	67,996	140,251
Prepaid expenses	181,462	124,076
Total Current Assets	<u>3,734,425</u>	<u>5,785,726</u>
PROPERTY AND EQUIPMENT, NET	1,416	-
NONCURRENT ASSETS		
Investments	2,084,990	1,834,552
Operating lease, right-of-use asset, net	718,218	893,877
Security deposits	31,180	31,180
Total NonCurrent Assets	<u>2,834,388</u>	<u>2,759,609</u>
TOTAL ASSETS	<u><u>\$ 6,570,229</u></u>	<u><u>\$ 8,545,335</u></u>
<u>LIABILITIES AND NET ASSETS</u>		
CURRENT LIABILITIES		
Accounts payable	\$ 89,137	\$ 61,438
Accrued expenses	131,111	377,467
Chapter dues rebates payable	16,660	17,940
Operating lease liability	185,002	164,645
Total Current Liabilities	<u>421,910</u>	<u>621,490</u>
LONG-TERM LIABILITIES		
Operating lease liability, net of current portion	<u>579,792</u>	<u>772,324</u>
Total Long-Term Liabilities	<u>579,792</u>	<u>772,324</u>
Total Liabilities	<u>1,001,702</u>	<u>1,393,814</u>
NET ASSETS		
Without donor restrictions	5,476,667	7,043,170
With donor restrictions	91,860	108,351
Total Net Assets	<u>5,568,527</u>	<u>7,151,521</u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>\$ 6,570,229</u></u>	<u><u>\$ 8,545,335</u></u>

The accompanying notes are an integral part of these consolidated financial statements.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
CONSOLIDATED STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2025

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Grants and contributions	\$ 2,664,823	\$ 11,088	\$ 2,675,911
Membership dues	563,367	-	563,367
In-kind contributions	125,582	-	125,582
List exchange	33,510	-	33,510
Conference revenue	19,446	-	19,446
Other revenue	3,442	-	3,442
Interest and dividends	92,797	-	92,797
Net assets released from restrictions	27,579	(27,579)	-
Total Revenue and Support	3,530,546	(16,491)	3,514,055
EXPENSES			
Program Services:			
Education and awareness	420,589	-	420,589
General issues	922,579	-	922,579
Regions, states and chapters	443,984	-	443,984
Communications	372,598	-	372,598
Conferences	939,026	-	939,026
Political development	163,102	-	163,102
Total Program Services	3,261,878	-	3,261,878
Support Services:			
Management and general	855,188	-	855,188
Membership development	243,079	-	243,079
Fundraising	1,025,977	-	1,025,977
Total Support Services	2,124,244	-	2,124,244
Total Expenses	5,386,122	-	5,386,122
CHANGE IN NET ASSETS FROM OPERATIONS	(1,855,576)	(16,491)	(1,872,067)
OTHER CHANGES			
Net appreciation in fair value of investments	289,073	-	289,073
CHANGE IN NET ASSETS	(1,566,503)	(16,491)	(1,582,994)
NET ASSETS, beginning of year	7,043,170	108,351	7,151,521
NET ASSETS, end of year	\$ 5,476,667	\$ 91,860	\$ 5,568,527

The accompanying notes are an integral part of these consolidated financial statements.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
CONSOLIDATED STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2024

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Grants and contributions	\$ 5,836,652	\$ 14,939	\$ 5,851,591
Membership dues	653,407	-	653,407
In-kind contributions	132,225	-	132,225
List exchange	68,651	-	68,651
Conference revenue	11,033	-	11,033
Other revenue	39,386	-	39,386
Interest and dividends	98,789	-	98,789
Net assets released from restrictions	103,970	(103,970)	-
Total Revenue and Support	<u>6,944,113</u>	<u>(89,031)</u>	<u>6,855,082</u>
EXPENSES			
Program Services:			
Education and awareness	908,560	-	908,560
General issues	869,221	-	869,221
Regions, states and chapters	396,168	-	396,168
Communications	335,978	-	335,978
Conferences	409,974	-	409,974
Political development	252,484	-	252,484
Total Program Services	<u>3,172,385</u>	<u>-</u>	<u>3,172,385</u>
Support Services:			
Management and general	1,061,971	-	1,061,971
Membership development	259,846	-	259,846
Fundraising	818,981	-	818,981
Total Support Services	<u>2,140,798</u>	<u>-</u>	<u>2,140,798</u>
Total Expenses	<u>5,313,183</u>	<u>-</u>	<u>5,313,183</u>
CHANGE IN NET ASSETS FROM OPERATIONS	1,630,930	(89,031)	1,541,899
OTHER CHANGES			
Net appreciation in fair value of investments	194,405	-	194,405
CHANGE IN NET ASSETS	1,825,335	(89,031)	1,736,304
NET ASSETS, beginning of year	<u>5,217,835</u>	<u>197,382</u>	<u>5,415,217</u>
NET ASSETS, end of year	<u>\$ 7,043,170</u>	<u>\$ 108,351</u>	<u>\$ 7,151,521</u>

The accompanying notes are an integral part of these consolidated financial statements.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED DECEMBER 31, 2025

	Program Services						Support Services					Total
	Education and Awareness	General Issues	Regions, States and Chapters	Communications	Conferences	Political Development	Total Program Services	Management and General	Membership Development	Fundraising	Total Support Services	
Personnel Costs:												
Salaries	\$ -	\$ 297,760	\$ 197,183	\$ 70,383	\$ 149,962	\$ 88,486	\$ 803,774	\$ 67,107	\$ 25,774	\$ 126,674	\$ 219,555	\$ 1,023,329
Payroll taxes	-	26,222	17,688	6,307	13,226	7,938	71,381	5,894	2,312	11,114	19,320	90,701
Benefits	-	40,542	27,332	9,745	20,448	12,265	110,332	9,113	3,573	17,186	29,872	140,204
Total Personnel Costs	-	364,524	242,203	86,435	183,636	108,689	985,487	82,114	31,659	154,974	268,747	1,234,234
Accounting	-	-	-	-	-	-	-	301,247	-	-	301,247	301,247
Awards	-	-	-	-	1,100	-	1,100	-	-	-	-	1,100
Bank fees	54,431	8	5	2	336	2	54,784	16,839	1	5,350	22,190	76,974
Chapter rebates	-	-	87,870	-	-	-	87,870	-	-	-	-	87,870
Conference facilities	-	3,816	-	68,500	408,622	-	480,938	-	-	-	-	480,938
Consulting	-	12,796	11,046	171,482	3,314	11,046	209,684	172,306	5,523	85,434	263,263	472,947
Database management	2,800	507	322	117	254	138	4,138	121	13,085	20,693	33,899	38,037
Depreciation and amortization	-	53	9	18	6	12	98	16	9	7	32	130
Dues and subscriptions	-	31	20	7	16	9	83	4,765	2	13	4,780	4,863
Equipment rental	-	2,265	1,438	522	1,134	615	5,974	2,929	1,189	1,578	5,696	11,670
Grant expenses	18,105	26,100	-	-	-	-	44,205	(497)	-	-	(497)	43,708
Insurance	-	6,154	3,908	1,418	3,082	1,671	16,233	1,493	440	3,427	5,360	21,593
Interest expense	-	-	-	-	-	-	-	10,522	-	-	10,522	10,522
In-kind legal expenses	10,406	16,885	15,801	9,010	17,296	5,924	75,322	17,764	8,310	24,186	50,260	125,582
Legal expenses	-	653	878	402	308	588	2,829	17,634	264	158	18,056	20,885
License and fees	-	-	-	-	-	-	-	10,749	-	12,705	23,454	23,454
List rental	1,895	-	-	-	-	-	1,895	-	284	189	473	2,368
Miscellaneous expense	-	255	162	59	2,128	69	2,673	12,912	18	101	13,031	15,704
Office expenses	-	331	210	76	269	90	976	8,948	24	131	9,103	10,079
Postage and shipping	186,458	-	-	-	1,785	-	188,243	22,482	166,152	510,156	698,790	887,033
Printing and publications	54,694	-	-	-	10,058	-	64,752	16,561	5,952	40,553	63,066	127,818
Professional fees	-	384,208	34,159	17,895	27,939	14,604	478,805	48,842	3,846	21,211	73,899	552,704
Promotion and outreach	-	-	-	-	-	-	-	300	-	-	300	300
Rent	-	63,456	40,293	14,621	31,777	17,227	167,374	15,393	4,536	25,021	44,950	212,324
Staff development	91,800	-	-	-	-	-	91,800	250	-	-	250	92,050
Telecommunications	-	18,369	5,660	2,034	17,381	2,418	45,862	9,514	1,785	120,090	131,389	177,251
Travel and meals	-	22,168	-	-	228,585	-	250,753	81,984	-	-	81,984	336,737
Total expenses	\$ 420,589	\$ 922,579	\$ 443,984	\$ 372,598	\$ 939,026	\$ 163,102	\$ 3,261,878	\$ 855,188	\$ 243,079	\$ 1,025,977	\$ 2,124,244	\$ 5,386,122

The accompanying notes are integral part of these consolidated financial statements.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED DECEMBER 31, 2024

	Program Services							Support Services				Total
	Education and Awareness	General Issues	Regions, States and Chapters	Communications	Conferences	Political Development	Total Program Services	Management and General	Membership Development	Fundraising	Total Support Services	
Personnel Costs:												
Salaries	\$ -	\$ 213,479	\$ 150,173	\$ 81,318	\$ 111,491	\$ 141,547	\$ 698,008	\$ 160,248	\$ 60,253	\$ 132,325	\$ 352,826	\$ 1,050,834
Payroll taxes	-	17,486	11,382	6,350	8,994	10,729	54,941	12,603	4,567	10,890	28,060	83,001
Benefits	-	30,397	19,796	11,042	15,637	18,659	95,531	21,913	7,943	18,930	48,786	144,317
Total Personnel Costs	-	261,362	181,351	98,710	136,122	170,935	848,480	194,764	72,763	162,145	429,672	1,278,157
Accounting	-	-	-	-	-	-	-	272,894	-	-	-	272,894
Awards	-	-	-	-	790	-	790	-	-	-	-	790
Bank fees	56,175	63	41	14	32	27	56,352	14,163	5	4,985	19,153	75,505
Chapter rebates	-	31	104,949	-	-	-	104,980	-	-	-	-	104,980
Conference facilities	-	-	-	66,000	80,964	-	146,964	702	-	-	702	147,666
Consulting	-	19,154	3,384	131,574	17,703	3,383	175,198	110,410	1,692	57,375	169,477	344,675
Database management	32,940	480	309	110	242	204	34,285	170	20,234	17,223	37,627	71,912
Depreciation and amortization	-	612	93	207	67	120	1,099	164	93	83	340	1,439
Dues and subscriptions	-	-	-	-	-	-	-	2,103	-	-	2,103	2,103
Equipment rental	338	1,156	744	264	581	491	3,574	6,208	182	510	6,900	10,474
Grant expenses	138,404	116,930	-	-	-	-	255,334	-	-	-	-	255,334
Insurance	-	2,100	1,352	479	1,056	893	5,880	14,352	178	926	15,456	21,336
Interest expense	-	-	-	-	-	-	-	21,165	-	-	21,165	21,165
In-kind legal services	-	15,523	27,602	11,557	10,613	26,017	91,312	21,146	11,075	8,692	40,913	132,225
Legal expenses	-	-	-	-	-	-	-	189,832	-	-	189,832	189,832
License and fees	-	-	-	-	-	-	-	21,483	-	190	21,673	21,673
Miscellaneous expense	-	3	2	1	341	1	348	6,529	-	1	6,530	6,878
Office expenses	-	172	111	39	87	73	482	5,412	14	76	5,502	5,984
Other taxes	-	-	-	-	-	-	-	3,200	-	-	3,200	3,200
Postage and shipping	515,278	-	-	-	-	-	515,278	6,897	135,825	320,002	462,724	978,002
Printing and publications	100,207	-	-	-	-	-	100,207	5,804	7,761	17,324	30,889	131,096
Professional fees	-	380,060	32,225	11,424	25,169	21,281	470,159	41,590	4,238	22,073	67,901	538,060
Promotion and outreach	-	-	-	-	-	-	-	178	-	-	178	178
Rent	-	62,237	40,064	14,202	31,290	26,457	174,250	22,107	5,268	27,442	54,817	229,067
Staff development	45,000	-	-	-	-	-	45,000	-	-	-	-	45,000
Telecommunications	-	6,802	3,941	1,397	13,078	2,602	27,820	19,680	518	179,934	200,132	227,952
Travel and meals	20,218	2,536	-	-	91,839	-	114,593	81,018	-	-	81,018	195,611
Total expenses	\$ 908,560	\$ 869,221	\$ 396,168	\$ 335,978	\$ 409,974	\$ 252,484	\$ 3,172,385	\$ 1,061,971	\$ 259,846	\$ 818,981	\$ 2,140,798	\$ 5,313,183

The accompanying notes are integral part of these consolidated financial statements.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
CONSOLIDATED STATEMENTS OF CASH FLOWS
YEARS ENDED DECEMBER 31, 2025 AND 2024

	<u>2025</u>	<u>2024</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ (1,582,994)	\$ 1,736,304
Adjustments to reconcile change in net assets to net cash provided by (used for) operating activities:		
Depreciation and amortization	130	1,439
Amortization of operating lease, right-of-use asset	175,659	224,266
Net (appreciation) depreciation in fair value of investments	(289,073)	(194,405)
(Increase) decrease in assets:		
Contributions receivable	72,255	(140,251)
Contracts receivable	-	25,606
Prepaid expenses	(57,386)	(45,653)
Increase (decrease) in liabilities:		
Accounts payable	27,699	21,117
Accrued expenses	(246,356)	126,990
Chapter dues rebates payable	(1,280)	(9,486)
Operating lease liability	(172,175)	(198,435)
Net Cash Provided by (Used for) Operating Activities	<u>(2,073,521)</u>	<u>1,547,492</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sales of investments	542,307	362,140
Purchases of investments	(503,672)	(385,835)
Purchase of property and equipment	(1,546)	-
Net Cash Provided by (Used for) Investing Activities	<u>37,089</u>	<u>(23,695)</u>
NET CHANGE IN CASH AND CASH EQUIVALENTS	(2,036,432)	1,523,797
CASH AND CASH EQUIVALENTS, beginning of year	<u>5,521,399</u>	<u>3,997,602</u>
CASH AND CASH EQUIVALENTS, end of year	<u><u>\$ 3,484,967</u></u>	<u><u>\$ 5,521,399</u></u>

The accompanying notes are an integral part of these consolidated financial statements.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024

NOTE A – ORGANIZATION AND PURPOSE

National Organization for Women, Inc. (“NOW”) is a nonprofit organization, incorporated in the District of Columbia for the purpose of promoting women’s rights. NOW achieves its mission by offering educational programs (including the promotion of public awareness and education regarding issues impacting women’s rights), various action programs (including demonstrations and marches), an annual membership conference, political development programs (including the development of legislative strategies), and the publication and distribution of an issue-oriented newsletter.

NOW has over 250 state and local chapters across the United States. The chapters are independent entities with their own management, staff, and finances. These consolidated financial statements do not include the accounts of any state or local chapters.

National Organization for Women Foundation, Inc. (“NOW Foundation”) is a nonprofit organization that was incorporated in 1986, in the District of Columbia. NOW Foundation conducts litigation and educational activities on issues relating to women’s rights, as well as other human and civil rights. NOW Foundation achieves its mission through educational programs (a combination of educational programs that focus on enlightening and raising the consciousness of society, including the provision of lectures promoting women’s issues) as well as a litigation program designated to provide support to help defend abortion clinics.

National Organization for Women Political Action Committee (“NOW PAC”) is a nonprofit organization that was established by NOW at the National Board meeting in June 1977. Its establishment was a consequence of the resolution adopted by the 1977 National Conference in Atlanta that empowered NOW to engage in electoral politics. NOW PAC enables NOW to raise funds for, and disburse funds to, political campaigns and related activities, which would achieve the societal changes for which NOW was originally founded.

NOW, NOW Foundation, and NOW PAC’s programs are largely funded by grants and contributions, and membership dues.

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Principles of Consolidation

The consolidated financial statements include the accounts of NOW, NOW Foundation, and NOW PAC (collectively referred to as the “Organization”). All significant intercompany transactions and accounts have been eliminated in consolidation.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(continued)

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - continued

Basis of Accounting

The Organization prepares its consolidated financial statements on the accrual basis of accounting. Therefore, revenue and related assets are recognized when earned and expenses and related liabilities are recognized as the obligations are incurred.

Consolidated Financial Statement Presentation

The consolidated financial statement presentation follows Financial Accounting Standards Board (“FASB”) Accounting Standards Codification (“ASC”) Topic 958, *Not-For-Profit Entities*. In accordance with Topic 958, net assets, revenue, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the Organization and changes therein are classified and reported as follows:

Net Assets without Donor Restrictions - Net assets that are not subject to donor-imposed stipulation.

Net Assets with Donor Restrictions - Net assets subject to donor-imposed stipulations that may or will be met either by actions of the Organization and/or the passage of time or that must be maintained in perpetuity by the Organization. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions and are reported in the consolidated statements of activities as net assets released from restrictions.

Cash and Cash Equivalents

For purposes of the consolidated statement of cash flows, the Organization considers all highly liquid investments with original maturities of three months or less to be cash equivalents except those included as part of an investment portfolio. Cash and cash equivalents in certain accounts are insured by the Federal Deposit Insurance Corporation for up to \$250,000 per institution. At times, the accounts may exceed this limit; however, the Organization believes it is not exposed to any significant credit risk on cash or cash equivalents.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(continued)

NOTE B - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - continued

Contributions Receivable

Contributions receivable are reported at their outstanding balances, reduced by an allowance for doubtful accounts, if management deems necessary. An allowance for doubtful accounts is based on management's evaluation of the status of existing receivables in one year or less, and historical collection efforts. Management believes that all receivables are fully collectible; therefore, no allowance for doubtful accounts was recorded as of December 31, 2025 and 2024.

Property and Equipment

Property and equipment are carried at cost or, if donated, at the approximate fair value on the date of the donation. The Organization capitalizes all expenditures for property and equipment over \$5,000. Depreciation and amortization are computed using the straight-line method over the estimated useful lives of the assets, which range from three to five years. Leasehold improvements are amortized over the lesser of the asset's useful life or the lease term. Repairs and maintenance are charged to expense when incurred.

Investments

Investments include money markets, common stocks, preferred stocks, and mutual funds. Interest is recorded when earned. Dividends are recorded on the ex-dividend date. Purchases and sales of investments are reflected on a trade-date basis. Donated securities are recorded at fair value on the date of the donation. Net appreciation (depreciation) in the fair value of investments are recognized in the period in which such changes occur.

Right-of-Use ("ROU") Assets (Operating Lease)

ROU assets are measured at the commencement date at the amount of the initially measured liability; plus any lease payments made to the lessor before or after commencement date; minus any lease incentives received; and plus any initial direct costs. Unless impaired, ROU assets are subsequently measured throughout the lease term at the amount of the lease liability (that is the present value of the remaining lease payments); plus unamortized initial direct costs; and the addition or subtraction of any prepaid lease payments (accrued lease payments, less the unamortized balance of lease incentives received). Operating lease payments are recognized on a straight-line basis over the lease term.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(continued)

NOTE B - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - continued

Operating Leases Liability

The Organization is a lessee in an operating lease for building space. Lease liabilities are increased by interest and reduced by payments each period, and the right-of-use assets are amortized over the lease term. For operating leases, interest on the lease liability and the amortization of the right of-use asset result in straight-line occupancy expense over the lease term. Variable lease expenses, if any, are recognized when incurred.

A lease liability is measured based on the present value of its future lease payments. Variable payments are included in the future lease payments when those variable payments depend on an index or rate and are measured using the index or rate at the commencement date.

Lease payments, including variable payments made based on an index or rate, are remeasured when any of the following occur: (1) the lease is modified (and the modification is not accounted for as a separate contract); (2) certain contingencies related to variable lease payments are resolved; or (3) there is a reassessment of the lease term, purchase options, or amounts that are probable of being owed under a residual value guarantee. The discount rate is the rate implicit in the lease if it is readily determinable. The implicit rate of the Organization's lease was not readily determinable, therefore, the Organization had elected to use the risk-free rate.

Chapter Dues Rebates Payable

The Organization refunds a portion of its renewal dues to its state and local chapters. These refunds are voluntary and are authorized and determined at the discretion of NOW's Board of Directors. Rebates payable are recognized in the month in which the dues are received. Rebates are disbursed three months after receipt of dues revenue by NOW.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(continued)

NOTE B - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - continued

Revenue Recognition

Grants and Contributions

The Organization recognizes grants and contributions when cash, securities or other assets, or an unconditional promise to give is received. Conditional promises to give, that is, those with a measurable performance or other barrier, and a right of return, are not recognized until the conditions on which they depend have been substantially met. Grants and contributions received with donor stipulations are recorded as contributions with donor restrictions based on the donor's intent. Unless otherwise stated by the donor, individual donations are recorded as contributions without donor restrictions.

Membership Dues

The Organization offers memberships to individuals that wish to support its mission. The Organization considers membership dues to be unconditional contributions without donor restrictions since the member receives no benefits having monetary value.

List Exchange

The Organization sells its membership mailing lists to other nonprofits. The list exchange is managed by a third-party. The performance obligation is the sale of the mailing list of which, revenue is recognized at a point in time when the sales transaction is completed. There were no significant judgments involved in the methodology used by the Organization to recognize revenue from contracts with customers. The timing of revenue recognition, billings, and cash collections could result in contracts receivable, which would be reflected in the consolidated statements of financial position.

Conference Revenue

Conference revenue is recognized at a point in time in the year in which the conference is held.

Other Revenue

Other revenue consists of royalties and refunds, which are recognized at a point in time when royalties and refunds are received.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(continued)

NOTE B - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - continued

In-kind Contributions

In-kind contributions are recorded at the fair value of the services or items received. The Organization recognizes in-kind contributions that create or enhance non-financial assets or that require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation.

Methods Used for Allocation of Expenses

The consolidated financial statements report certain categories of expenses that are attributable to more than one program or a support function as management and general activities. Expenses of this nature are allocated on a reasonable basis that is consistently applied. Allocated expenses include depreciation and amortization, office expenses, rent and other applicable expenditures, which are allocated on the basis of salaries and related costs, determined by the amount of estimated time and effort expended.

Joint Costs of Activities that Include a Fundraising Appeal

The Organization achieves some of its programmatic and management and general goals in direct mail campaigns that include requests for contributions. Certain joint costs, such as postage, printing, direct mail services, telemarketing services, list rental, etc., have been allocated between program, management and general, and fundraising expenses based on purpose, audience, and content factors relative to certain direct mail and telemarketing activities.

Use of Estimates

Management uses estimates and assumptions in preparing the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities, and the reported amounts of revenues and expenses. Actual results could vary from the estimates that were assumed in preparing the consolidated financial statements.

Reclassification

In order to conform with the December 31, 2025, presentation, the accounting expense line item reflected on the statement of functional expenses for the year ended December 31, 2024, was all allocated to management and general. The reclassification had no effect on the previously reported net assets or change in net assets.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(continued)

NOTE C – INCOME TAXES

NOW is exempt from federal income taxes under the provisions of Section 501(c)(4) of the Internal Revenue Code. NOW Foundation is exempt from federal income taxes under the provisions of Section 501(c)(3) of the Internal Revenue Code. NOW PAC is exempt from deferral income tax under Section 527 of the Internal Revenue Code. The Organization, however, is subject to tax on business income unrelated to its exempt purpose. There was no unrelated business income for the years ended December 31, 2025 and 2024.

The Organization believes that it has appropriate support for any tax positions taken. Therefore, management has not identified any uncertain income tax positions.

The Organization's information returns are subject to examination by the Internal Revenue Service for a period of three years from the date they were filed, except under certain circumstances. The Organization's Form 990 returns for the years ended December 31, 2022 through 2024, are open for examination by the Internal Revenue Service, although no request has been made as of the date of these consolidated financial statements.

NOTE D – AVAILABLE RESOURCES AND LIQUIDITY

The Organization regularly monitors liquidity required to meet its operating needs and other commitments, while also striving to prudently invest available funds. The Organization has various sources of liquidity at its disposal, including cash and cash equivalents, contributions and contracts receivable, and investments.

In determining the adequacy of liquidity sources to cover general operating expenditures over a 12-month period, the Organization considers all expenditures related to its ongoing program activities as well as the conduct of services undertaken to support those activities to be general expenditures.

In addition to financial assets available to meet general expenditures over the next 12 months, the Organization anticipates collecting sufficient revenue to cover general expenditures.

The following table reflects the Organization's financial assets as of December 31, 2025 and 2024, reduced by amounts that are not available to meet general expenditures within one year of the consolidated statement of financial position date:

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(continued)

NOTE D – AVAILABLE RESOURCES AND LIQUIDITY – continued

	2025	2024
Cash and cash equivalents	\$ 3,484,967	\$ 5,521,399
Contributions receivable	67,996	140,251
Investments	2,084,990	1,834,552
Total Financial Assets	5,637,953	7,496,202
Less: net assets with donor restrictions	(91,860)	(108,351)
Total Financial Assets Available to Meet Cash Needs for General Expenditures within One Year	<u>\$ 5,546,093</u>	<u>\$ 7,387,851</u>

NOTE E – FAIR VALUE MEASUREMENT

FASB ASC Topic 820, *Fair Value Measurement*, establishes a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest priority to unobservable inputs (level 3 measurements).

The three levels of the fair value hierarchy are described as follows:

- Level 1* Inputs are based on unadjusted quoted prices for identical assets traded in active markets that the Organization has the ability to access.
- Level 2* Inputs are based upon quoted prices for similar assets in active markets, quoted prices for identical or similar assets in inactive markets, or model-based valuation techniques for which all significant assumptions are observable in the market or can be corroborated by observable market data.
- Level 3* Inputs are unobservable and significant to the fair value measurement.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(continued)

NOTE E – FAIR VALUE MEASUREMENT – continued

The preceding valuation methods may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Organization’s management believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

The fair value of money markets is valued by carrying amount, which approximates fair value. The Organization’s investments in common stocks, preferred stocks, and mutual funds are based on observable market quotations.

The Organization’s investments are exposed to various risks such as interest rates, market and credit risks. Due to the level of risks associated with certain liquidity limitations with investments, it is at least reasonably possible that changes in the values of investments will occur in the near term and those changes could materially affect the amounts reported in the consolidated financial statements.

The following table summarizes the Organization’s investments at fair value on a recurring basis as of December 31, 2025:

	Level 1	Level 2	Level 3	Total
Money markets	\$ 17,796	\$ -	\$ -	\$ 17,796
Common stocks	1,611,358	-	-	1,611,358
Mutual funds	455,836	-	-	455,836
Total Investments at Fair Value	<u>\$ 2,084,990</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,084,990</u>

The following table summarizes the Organization’s investments at fair value on a recurring basis as of December 31, 2024:

	Level 1	Level 2	Level 3	Total
Money markets	\$ 9,528	\$ -	\$ -	\$ 9,528
Common stocks	1,438,170	-	-	1,438,170
Preferred stocks	5,308	-	-	5,308
Mutual funds	381,546	-	-	381,546
Total Investments at Fair Value	<u>\$ 1,834,552</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,834,552</u>

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(continued)

NOTE F – PROPERTY AND EQUIPMENT

Property and equipment are stated at cost and consist of the following as of December 31:

	2025	2024
Furniture and office equipment	\$ 17,685	\$ 16,139
Leasehold improvements	16,040	16,040
	33,725	32,179
Less: accumulated depreciation and amortization	(32,309)	(32,179)
Property and Equipment, Net	<u>\$ 1,416</u>	<u>\$ -</u>

Depreciation and amortization expense for the years ended December 31, 2025 and 2024, totaled \$130 and \$1,439.

NOTE G – NET ASSETS WITH DONOR RESTRICTIONS

As of December 31, 2025 and 2024, net assets with donor restrictions in the amount of \$91,860 and \$108,351, respectively, were restricted for NOW PAC's political campaign and related activities.

NOTE H – IN-KIND CONTRIBUTIONS

In-kind contributions are recognized at fair value on the date of the donation. During the years ended December 31, 2025 and 2024, the Organization received pro bono legal services totaling \$125,582 and \$132,225, respectively, which were recorded at the fair value based on the number of hours contributed multiplied by the donor's hourly rate. The in-kind contributions were allocated among programs and support services; and were received without donor restrictions.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(continued)

NOTE I – OPERATING LEASES

NOW has an operating lease for office space. NOW renewed its lease agreement on October 1, 2019, which terminated on September 31, 2024. The lease stipulated annual increases from a base rent of \$13,024 and allowed for rent abatements for the first three months of the renewal. Effective on February 1, 2020, the lease was amended to include additional office space. The amended lease agreement also provided free rent for the first three months, and the additional base rent is expected to increase annually.

In May 2024, NOW entered into a modified lease agreement with the same landlord. The lease provided free rent for the first two and half months and stipulated annual increases. The lease has an effective date of October 1, 2024, and will expire on September 30, 2029.

The balance of the ROU operating assets is as follows:

	<u>12/31/2025</u>	<u>12/31/2024</u>
Operating lease ROU asset -building	\$ 1,118,143	\$ 1,118,143
Amortization of ROU operating assets - building	(399,925)	(224,266)
Total Operating ROU Building Assets, Net	<u>\$ 718,218</u>	<u>\$ 893,877</u>

The following are the future minimum lease payments required under the operating lease for the years ending December 31:

2026	\$ 208,911
2027	215,697
2028	222,705
2029	<u>171,072</u>
Total Lease Payments	818,385
Less: interest	<u>(53,591)</u>
Present Value of Lease Liabilities	<u>\$ 764,794</u>

Rent expense for the years ended December 31, 2025 and 2024, totaled \$212,324 and \$229,067, respectively.

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(continued)

NOTE I – OPERATING LEASES – continued

Average lease terms and discount rates were as follows as of December 31:

	2025	2024
Weighted average remaining lease term	3.8 years	4.8 years
Weighted average discount rate	3.51%	3.51%

NOTE J – RETIREMENT PLAN

NOW and NOW Foundation maintain the National Organization for Women 401(k) Profit Sharing and Trust (the “Plan”) for their employees. NOW and NOW Foundation match 100% of elective deferrals up to three percent of total compensation. NOW and NOW Foundation match 50% of elective deferrals greater than three percent, but less than or equal to five percent. All employees are eligible to participate in the retirement plan upon attaining the age of 21. Retirement plan expense totaled \$28,610 and \$27,269, for the years ended December 31, 2025 and 2024, respectively.

NOTE K – ALLOCATION OF JOINT COSTS

The Organization achieves some of its programmatic and management and general goals in direct mail campaigns that include requests for contributions. For the years ended December 31, 2025 and 2024, the cost of direct mail campaigns included \$692,684 and \$747,517 of joint costs, respectively. The joint costs were allocated as follows:

	2025	2024
Education and awareness	\$ 243,826	\$ 598,013
Membership development	103,743	62,918
Fundraising	345,115	86,586
Total	<u>\$ 692,684</u>	<u>\$ 747,517</u>

NOTE L – SUBSEQUENT EVENTS

In preparing these consolidated financial statements, the Organization’s management has evaluated events and transactions for potential recognition or disclosure through June 2, 2026, the date the consolidated financial statements were available to be issued. There were no events or transactions that were discovered during the evaluation that required further recognition or disclosure.

SUPPLEMENTARY INFORMATION

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
CONSOLIDATING SCHEDULE OF FINANCIAL POSITION
DECEMBER 31, 2025

	NOW	NOW Foundation	NOW PAC	Eliminations	Total
<u>ASSETS</u>					
CURRENT ASSETS					
Cash and cash equivalents	\$ 832,915	\$ 2,537,510	\$ 114,542	\$ -	\$ 3,484,967
Contribution receivable	26,393	41,603	-	-	67,996
Due from affiliates	79,615	-	-	(79,615)	-
Prepaid expenses	100,422	81,040	-	-	181,462
Total Current Assets	1,039,345	2,660,153	114,542	(79,615)	3,734,425
PROPERTY AND EQUIPMENT, NET	708	708	-	-	1,416
NON CURRENT ASSETS					
Investments	-	2,084,990	-	-	2,084,990
Loan receivable	-	776,107	-	(776,107)	-
Operating lease, right-of-use asset, net	718,218	-	-	-	718,218
Security deposits	31,180	-	-	-	31,180
Total Non Current Assets	749,398	2,861,097	-	(776,107)	2,834,388
TOTAL ASSETS	\$ 1,789,451	\$ 5,521,958	\$ 114,542	\$ (855,722)	\$ 6,570,229
<u>LIABILITIES AND NET ASSETS</u>					
CURRENT LIABILITIES					
Accounts payable	\$ 74,583	\$ 14,554	\$ -	\$ -	\$ 89,137
Accrued expenses	118,582	12,529	-	-	131,111
Chapter dues rebates payable	16,660	-	-	-	16,660
Operating lease liability	185,002	-	-	-	185,002
Due to affiliates	-	71,354	8,261	(79,615)	-
Total Current Liabilities	394,827	98,437	8,261	(79,615)	421,910
LONG TERM LIABILITIES					
Loan payable	776,107	-	-	(776,107)	-
Operating lease liability - long term	579,792	-	-	-	579,792
Total Liabilities	1,750,726	98,437	8,261	(855,722)	1,001,702
NET ASSETS					
Without donor restrictions	38,725	5,423,521	14,421	-	5,476,667
With donor restrictions	-	-	91,860	-	91,860
Total Net Assets	38,725	5,423,521	106,281	-	5,568,527
TOTAL LIABILITIES AND NET ASSETS	\$ 1,789,451	\$ 5,521,958	\$ 114,542	\$ (855,722)	\$ 6,570,229

NATIONAL ORGANIZATION FOR WOMEN, INC. AND AFFILIATES
CONSOLIDATING SCHEDULE OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2025

	NOW	NOW Foundation	NOW PAC	Eliminations	Total
WITHOUT DONOR RESTRICTIONS					
REVENUE AND SUPPORT					
Grants and contributions	\$ 1,809,107	\$ 855,716	\$ -	\$ -	\$ 2,664,823
Membership dues	563,367	-	-	-	563,367
In-kind contributions	125,582	-	-	-	125,582
List exchange	33,510	-	-	-	33,510
Conference revenue	19,446	-	-	-	19,446
Other revenue	3,332	110	-	-	3,442
Interest and dividends	23,810	68,987	-	-	92,797
Net assets released from restrictions	-	-	27,579	-	27,579
Total Revenue and Support	2,578,154	924,813	27,579	-	3,530,546
EXPENSES					
Program services:					
Education and awareness	287,359	128,549	4,681	-	420,589
General issues	461,924	460,655	-	-	922,579
Regions, states and chapters	443,984	-	-	-	443,984
Communications	243,888	128,710	-	-	372,598
Conferences	478,937	460,089	-	-	939,026
Political development	163,102	-	-	-	163,102
Total Program Services	2,079,194	1,178,003	4,681	-	3,261,878
Support Services:					
Management and general	527,345	309,945	17,898	-	855,188
Membership development	243,079	-	-	-	243,079
Fundraising	672,335	348,642	5,000	-	1,025,977
Total Support Services	1,442,759	658,587	22,898	-	2,124,244
Total Expenses	3,521,953	1,836,590	27,579	-	5,386,122
Change in Net Assets without Donor Restrictions	(943,799)	(911,777)	-	-	(1,855,576)
WITH DONOR RESTRICTIONS					
REVENUE AND SUPPORT					
Grants and contributions	-	-	11,088	-	11,088
Net assets released from restrictions	-	-	(27,579)	-	(27,579)
Change in Net Assets with Donor Restrictions	-	-	(16,491)	-	(16,491)
CHANGE IN NET ASSETS FROM OPERATIONS	(943,799)	(911,777)	(16,491)	-	(1,872,067)
OTHER CHANGES					
Net appreciation in fair value of investments	-	289,073	-	-	289,073
CHANGE IN NET ASSETS	(943,799)	(622,704)	(16,491)	-	(1,582,994)
NET ASSETS, beginning of year	982,524	6,046,225	122,772	-	7,151,521
NET ASSETS, end of year	\$ 38,725	\$ 5,423,521	\$ 106,281	\$ -	\$ 5,568,527

Chapters Department Board Report

Submitted by: Supria Bhatia

Presented by: Gina Beller

Date: June 2026

Department Overview

- Compiling and maintaining rebate eligibility lists
- Generating End-of-Month and rebate reports for the Accounting Department
- Updating officer records and essential chapter information
- Establishing new chapters and Campus Action Networks (CANs)
- Supporting the Membership and Accounting Departments on database-related inquiries
- Providing Dropped Membership Lists for outreach purposes
- Assisting chapter leaders with access to chapter membership information
- Serving on the planning teams for **"60 Years of Resistance: We're Not Going Back"** and the 2026 National Conference
- Assisting chapters in maintaining compliance with National NOW requirements and applicable IRS regulations, including officer structures, reporting obligations, and nonprofit status considerations.
- Manage Shopify order fulfillment and merchandise distribution for 60th Anniversary campaign initiatives

Chapter Specialist Priorities – Gina Beller

- Serves as the first point of contact for all state and local chapters, managing and responding to all chapter inquiries, concerns, and requests
- Oversees and maintains Airtable database updates, ensuring accurate and up-to-date information is consistently communicated to chapters and stakeholders
- Leading the Campus Action Network (CAN) as the national point of contact, spearheading efforts to expand youth engagement and develop new opportunities to draw students into NOW's work on high school and college campuses
- Working on the "Chapter in a Box" initiative, including comprehensive updates to the Chapter Convener Kit and the Chapter Organizing Manual to better equip chapters with the resources they need to succeed
- Updating the CAN Manual to reflect the new Affiliation Program and modernize resources for campus organizers
- Collaborating with management, board volunteers, and the Vice President on strategic projects including the Fall 2026 College Campus Tour and updated national NOW resource guides

- Actively leading state and local chapter revival efforts with a goal of launching and reactivating chapters
- Getting acquainted with IRS regulations and reporting requirements by state to ensure chapters remain informed and compliant

Key Departmental Notices

- Membership Reports are distributed on the 1st and 15th of each month. These reports are system-generated and cannot be reformatted.
- To request membership lists or to update recipient contact information, please email: chapters@now.org.
- Dropped member information is available upon request.
- For at-large member information, please contact your state president.

Upcoming Department Priorities

- Revival efforts for dormant state and local chapters
- Distribution of Updated Manuals
- Restructure of CAN program
- Prep for 2027 Chapter Compliance
- Review and processing of Chapter Annual Reports

Updated Procedures

Please use the following official forms for chapter-related updates and submissions:

- Chapter Officer Updates: [https://airtable.com/shrGPgymY\[sac\]Av2](https://airtable.com/shrGPgymY[sac]Av2)
- Website Edits: [https://airtable.com/shr9XQBPrWGib\[kZs](https://airtable.com/shr9XQBPrWGib[kZs)
- Annual Report Submission:
<https://airtable.com/appfFcEmTTtoivOqFd/shrcXXut6blxEEZEU>

All forms can be found on the Members Only Page.

Rebate Eligibility Criteria

Chapters must meet the following requirements to remain eligible for rebates:

- A minimum of two distinct chapter officers, including a President and Treasurer, both with current memberships
- A valid mailing address on file
- Submission of a current Chapter Annual Report (2024 or 2025)

Highlights

- 2025 Annual Reports Submitted: 51
- Active Campus Action Network (CAN) Clubs: 50

Active Chapters

Chapters are considered “active” if they meet both criteria:

1. At least two officers (President and Treasurer)
2. A valid address on file with National NOW
3. Have at least 10 members

As of March 2025, there are:

- 37 active state chapters
- 224 active chapters nationwide

Regional Distribution:

- Pacific: Alaska, California, Oregon, Washington
- Western: Arizona, Idaho, Montana, Nevada, New Mexico, Texas
- Heartland: Indiana, Iowa, Illinois, Michigan, Minnesota, Ohio, Wisconsin, Kansas
- Southern: Florida, Georgia, Kentucky, Missouri, Louisiana, Mississippi, North Carolina, Tennessee, South Carolina
- Eastern: DC, Maryland, New Jersey, Virginia, West Virginia, Delaware, Pennsylvania
- Northern: Massachusetts, New York, Rhode Island, Connecticut

Dormant State Chapters:

- Pacific: Hawaii
- Western: Colorado, Oklahoma, Utah, Wyoming
- Heartland: Nebraska, North Dakota, South Dakota
- Southern: Arkansas, Alabama
- Northern: **Maine** (relaunching), Vermont, New Hampshire

Chapter Annual Reports

- The 2025 report was made available January 1, 2026, via the NOW Leaders portal.
- As of June, 15 2026, 51 reports have been submitted for the 2025 reporting year.
- Reminder: Any chapter that did not submit a 2024 report must submit the 2025 report by February 28, 2025, or they will be added to the “No Rebate” list beginning March 1, 2025.

Campus Action Network (CAN) Update

Active CAN Clubs: 50

Student Lists Submitted for Membership: 8 clubs

Ongoing Initiatives:

- Enforcement of CAN eligibility standards

- Distribution of swag boxes to newly confirmed clubs
- Amplification of youth activism around NOW's six core issues
- Inclusion of CAN updates in the Young Feminist newsletter, and an updated newsletter to include action suggestions and materials to align with NAC work
- Creation of digital graphics for social campaigns
- Development of state chapter mentorship opportunities
- DMV-area tabling and student engagement
- 1-on-1 organizing strategy calls with student leaders
- Planning 2026- 2027 webinars and campaign activities with the help of Rose Brunache to include career development opportunities and mentorship opportunities for students and members

We are excited to launch the Campus Action Network Affiliation Program, which is designed for students who are already organizing in clubs and organizations on high school and college campuses that align with NOW's core values. This program allows students to become part of our nationwide network, access all the same perks, and collaborate on initiatives — without the bureaucracy of starting an entirely new club on their campus. This is an incredible opportunity to boost our membership numbers and campus engagement, while ensuring that more students have the opportunity to learn about and work alongside the National Organization for Women.

Policy and Advocacy Report Q2 2026

1. Current Legislation Work

1.1. We are currently tracking **85** pieces of legislation, though we are still going through the backlog of legislation from earlier this session in our new legislative tracking software.

1.1.1. Support: **60** bills

1.1.2. Oppose: **25** bills

1.2. We are working closely with **5** different representatives on bills that are forthcoming/already introduced closely, including Rep. Pressley, Rep. Auchincloss, Rep. Ocasio-Cortez, Rep. Ansari, Rep. Leger Fernandez.

1.3. The following bills are ones we have worked on with particular attention:

1.3.1. DEFIANCE Act

1.3.2. Deepfake Liability Act

1.3.3. Rep. Ansari's HER Agenda

1.3.4. Potential legislation on reforming congressional workplace protections on sexual harassment

1.3.5. SAVE America Act (Anti)

1.4. We have also worked with Rep. Ro Khanna's Office on his roundtable for the Epstein Survivors.

1.5. Our Legislative Consultant Portia White has been invaluable in helping to create and coordinate our legislative strategy.

2. Sign-On Letters

2.1. We are currently signed on to **168** letters from fellow organizations since 09/2025 in support of various topics, ranging from advocating for better oversight of ICE to comments against Title IX roll backs, stances on new cabinet appointees and reconciliation funding asks.

3. Amicus Briefs

3.1. The majority of Supreme Court work is under the purview of the NOW Foundation, but we are signed on to **4** Amicus Briefs at SCOTUS currently.

3.1.1. Trump v. Pennsylvania

3.1.2. Trump v. Barbara

3.1.3. West Virginia v. BPJ and Little V. Hecox

3.2. We are also signed on to **6** Amicus Briefs in other court cases.

3.2.1. Ethical Society of Police v. Bondi

3.2.2. Morgan v. US Soccer Federation

- 3.2.3. Louisiana v. FDA
 - 3.2.4. Newton v. LVMH Moet Hennessy Louis Vuitton Inc.
 - 3.2.5. Kansas v. US Department of Education
 - 3.2.6. Department of Education v. Louisiana
- 4. 60th Anniversary Campaign
 - 4.1. Capsule Framework--
 - 4.1.1. Creating Campaign Outline
 - 4.1.1.1. 4 Capsules for 4 quarters of 2026
 - 4.1.1.1.1. The Cost of Being a Woman--
 - 4.1.1.1.1.1. Economic justice and impact to women of the current affordability crisis
 - 4.1.1.1.2. Protecting Care, Protecting Choice
 - 4.1.1.1.2.1. The state of healthcare and reproductive care for women
 - 4.1.1.1.3. Securing Rights, Shaping the Future
 - 4.1.1.1.3.1. Constitutional equality, civil rights, and threats to our democracy
 - 4.1.1.1.4. Ending Gender Violence
 - 4.1.1.1.4.1. The changing landscape of violence against women and where we are now
 - 4.1.2. In Q4 2025, Policy and Advocacy teams created the current Capsule Schedule and Capsule Policy Sub-Topics.
 - 4.1.2.1. The Topic Calendar created can be found [here](#).
 - 4.1.3. Capsule Summary sheet
 - 4.1.3.1. Includes goals, messaging frameworks, fundraising hooks, membership recruitment hooks, key policy priorities, and campaign activities.
 - 4.2. Policy--
 - 4.2.1. Policy has completed a brief for the segment topics of Capsule One and Capsule Two.
 - 4.2.1.1. Format of the brief may change for Capsule Three and Four since current format is incredibly labor intensive and not used very often.
 - 4.2.1.2. Possibly may be shortened and folded into the Capsule Summary Worksheet, would make more sense for the worksheet to become the operating document over a detailed policy brief no one reads.

4.2.2. Policy one-pagers have been created for each segment topic in capsule one and are on the website.

4.2.2.1. Capsule two policy one-pagers are somewhat behind due to Lobby Day and Conference planning but will be caught up after conference.

4.3. Advocacy--

4.3.1. We have created Advocacy Guides for each Capsule for our members and Chapters to use:

4.3.1.1. Mutual Aid Event Planning Guide

4.3.1.2. Menstrual Equity Advocacy Guide

4.3.1.3. Lobbying Tips Guide

4.3.2. Advocacy Projects--

4.3.2.1. Advocacy selected and scheduled the NOW Book Club picks for 2026, all coordinating with the Campaign. Available on the NOW website for the 60th Anniversary.

4.3.2.1.1. Online has taken over book club programming and Instagram Lives

4.3.2.2. Advocacy Team Expansion

4.3.2.2.1. After it became clear that creating all advocacy and engagement opportunities for the campaign was too much for one person to manage alone, the advocacy team expanded. The majority of advocacy team deliverables were folded into the weekly creative and branding meetings.

4.4. Partnerships--

4.4.1. Currently we have secured over **22** partnerships for the campaign

American Society for Reproductive Medicine	Voters of Tomorrow
VoteRiders	One Fair Wage
DemCast USA	Declaration for American Democracy
National Council of Jewish Women	National Low Income Housing Coalition
National Ministries, United Church of Christ	Women Employed
End Citizens United	Women's March
Feminist Majority Foundation	Register Her
ERA Coalition	Planned Parenthood Federation of America
MANA, A National Latina Organization	

Future Forward Women
Economic Security Project
National Women's Law Center
Legal Momentum, the Women's Legal Defense & Education Fund
Center for Biological Diversity

4.4.2. Three of our current partners will be either hosting or taking part in workshops for the annual conference this year: VoteRiders, Feminist Majority, and Planned Parenthood Federation of America.

4.5. Conference--

4.5.1. NOW National Lobby Day--

4.5.1.1. Lobby Day is on 6/24 and will be a full day of advocacy for participants

4.5.1.2. We currently have 5 groups with 3-6 meetings each depending on member/staff availability on the hill

4.5.1.3. We also have a literature drop available for groups to do between meetings or in larger breaks

4.5.1.4. Our legislative slate has been set and is called the "Listen to Her Agenda"

4.5.1.4.1. HER Agenda – Rep. Yasmin Ansari

4.5.1.4.1.1. H.Res. 1147: Resolution Acknowledging the history of women's healthcare denying patient bodily autonomy, and commitment to center women's comfort and healthcare priorities in their medical care.

4.5.1.4.1.2. H.R. 8160: Premenstrual Dysphoric Disorder (PMDD) Awareness and Research Act

4.5.1.4.1.3. H.R. 8159: Gynecological Pain Management Study Act

4.5.1.4.1.4. H.R. 8158: Reproductive Healthcare Leave Act

4.5.1.4.2. Reproductive Health Care Accessibility Act (H.R. 8829/S. 4540)

4.5.1.4.3. Stephanie Tubbs Jones Uterine Fibroids Research and Education Act (H.R. 4395/S. 2275)

4.5.1.4.4. Uterine Fibroid Intervention and Gynecological Health Treatment Act (H.R. 4392/S. 2531)

4.5.1.4.5. Advancing Menopause Care and Mid-Life Women's Health Act (H.R. 9090/S. 4503)

4.6. Meetings--

4.6.1. Policy and Advocacy works on the following teams for the 60th Anniversary Campaign:

- 4.6.1.1. Partnerships
- 4.6.1.2. Capsule Framework
- 4.6.1.3. Policy
- 4.6.1.4. Advocacy
- 4.6.1.5. Creative/Content/Branding
- 4.6.1.6. Conference

5. Coalition/Partnership Building

5.1. We are currently a member of **20** coalitions ranging across our six core values. These coalitions meet usually monthly/bi-weekly, with some that are weekly or quarterly.

5.1.1. **6** of the coalitions are new

5.1.2. We have **4** core coalitions:

- 5.1.2.1. Gender Equity Coalition (National Women's Law Center and Moms Rising affiliated)
- 5.1.2.2. Declaration for American Democracy
- 5.1.2.3. ERA Coalition
- 5.1.2.4. Small Lobby (run by Planned Parenthood)
- 5.1.2.4.1. All four are official campaign partners

5.2. NOW is also on the steering committees or working groups of **4** coalitions we are a part of,

- 5.2.1. Declaration for American Democracy (DFAD)
- 5.2.2. Gender Equity Coalition (GEC)
- 5.2.3. Women's Disinfo Defense Project
 - 5.2.3.1. Health and Freedom (MAHA)
 - 5.2.3.2. Epstein Working Group
- 5.2.4. Unrig the Courts
 - 5.2.4.1. SCOTUS Term Limits

5.3. Our Partnership Tracking Spreadsheet now has **130** organizations

5.3.1. Our partnership recruitment has also been growing with larger orgs like Women's March and Planned Parenthood Federation of America becoming official partners.

5.3.2. Planned Parenthood Federation of America and Women's March have not officially partnered with NOW in several years, so this renewal of our working relationship is exciting!

6. Calls to Action/Advocacy Outreach

6.1. We have created **6** calls to action in 2026.

6.1.1. ACA Subsidies Text

6.1.2. SAVE America Text

6.1.3. Friday Flood- Galentines

6.1.4. Friday Flood-2/27

6.1.5. SAVE America Act Email to Congress Form

6.1.6. SAVE America Myth vs. Facts Social Posts

6.2. Our methods for calls to action is expanding! We are now using several ways of contacting our members and the public to join us.

6.2.1. Email Newsletter

6.2.2. Social Media – Friday Flood Congressional Call project

6.2.3. Mobile Messaging

6.2.4. Email Advocacy Calls to Action

6.2.5. Coalition listservs

6.2.6. Email/Website Advocacy Alerts

6.2.7. *NEW* Signal Advocacy Chat

6.2.7.1. If more chapter leaders join the National Signal I can involve more state actions 😊

6.2.7.2. https://signal.group/#CjQKIJO5emL5JMoo7sWXBxzDAGoseRonD8rXD46ZDA0rgG_XEhAX8B1WS04GwFMUzeCBTFBD

6.2.7.3. ^Join Link

6.3. We have also joined our coalition partners in their calls to action in several formats

6.3.1. Social Media promotion

6.3.2. Email Newsletter promotion

6.3.3. Event planning/strategy assistance

6.3.4. Event Attendance

6.4. Events/Rallies

6.4.1. We have attended **10** events so far in 2026

6.4.1.1. Free America Walkout

6.4.1.2. SCOTUS Rally for BPJ/Hecox cases

6.4.1.3. ERA Coalition event at Rayburn

- 6.4.1.4. Stop the SAVE Act Rally at the Capitol with DFAD
- 6.4.1.5. SCOTUS Rally for Birthright Citizenship
- 6.4.1.6. Young Feminist Leadership Conference with Feminist Majority
- 6.4.1.7. Living Wage for All Bill Introduction
- 6.4.1.8. Roundtable with Rep. Ro Khanna and Epstein Survivors
- 6.4.1.9. Netroots Nation in Philadelphia
- 6.4.1.10. Planned Parenthood Lobby Day Partner Literature Drop on Capitol Hill

7. Planning and Strategy

- 7.1. Staff Strategy Meetings
- 7.2. Weekly Legislative Planning Sessions
- 7.3. Monthly Legislative Planning Calls
- 7.4. Weekly Comms Meetings
- 7.5. Legislative Research/Planning
- 7.6. Webinars and Conferences
 - 7.6.1. Together for Democracy Conference
 - 7.6.2. AI & Gender Summit at Georgetown Law
 - 7.6.3. Briefing on Young Men and the 2026 Electorate
 - 7.6.4. Reproductive Health and Data Privacy After Roe
 - 7.6.5. Voting Rights on the Verge: Weakened Federal Protections and what that Means for You
 - 7.6.6. Young Feminist Leadership Conference with Feminist Majority
 - 7.6.7. Netroots Nation in Philadelphia
- 7.7. Hill Visits/Hearing Attendance
 - 7.7.1. Senate HELP Committee Meeting on Mifepristone
 - 7.7.2. Meeting with Rep. Auchincloss
 - 7.7.3. Roundtable with Rep. Ro Khanna and Epstein Survivors
- 7.8. Media Training with Scott Circle
 - 7.8.1. To train for speaking at rallies/filming videos, panels, etc.

8. Other Projects--

- 8.1. NOW Young Feminists
 - 8.1.1. Majority of programming is currently being operated by Gina, who is doing fantastic work on the CANs
 - 8.1.2. The current YFNC has resigned and will need to be restaffed in Q3/Q4, currently putting together a working group to work on it
 - 8.1.3. Gina and I are working on a plan to make the interns in charge of the Young Feminist Newsletter and NOW YF Instagram

9. Plans for Future

9.1. 60th Anniversary

9.1.1. Launch of Capsule 2: Securing Rights, Shaping the Future

9.1.2. Policy—Change the structure of the Policy brief so it is less taxing and more useful.

9.1.3. Advocacy—Re-introduce subject matter intros to the member newsletter, work on potential projects for civic engagement grants

9.1.4. Partnerships—In discussions with When We All Vote and Register Her for a project for Capsule Three and with Joyful Heart Foundation for a project for Capsule 4.

9.1.4.1. We also want to be able to increase our communications with partners, we just currently do not have the capacity.

9.1.5. Capsule Framework—re-tooling the capsule summary sheet so that it can be a more accessible living document for full team.

9.2. Overall, the Policy and Advocacy team needs an **Engagement Coordinator**

9.2.1. While our outreach efforts and presence within the civil rights community at large is growing, it is becoming more and more difficult to keep up with the administrative and logistical aspects of all aspects of policy, advocacy, and partnerships. Tasks like:

9.2.1.1. Creating Advocacy Forms and Emails in EA

9.2.1.2. Creating Content for Advocacy and Engagement Asks

9.2.1.3. Keeping track of our current endorsements and sign-ons

9.2.1.4. Helping to condense all the notes I take in our coalition meetings into formats and content that we can use and take action on

9.2.1.5. Logistics for engagement opportunities for NOW at large or for NOW Young Feminists.

9.2.1.6. NOW Young Feminists

9.2.1.6.1. The NOW Young Feminists Newsletter

9.2.1.6.2. Working with the YFNC

9.2.1.6.3. The NOW Young Feminists Instagram

9.2.1.6.4. Creating projects and engagement opportunities for NOW Young Feminists

9.2.2. Having an intern is essential, however it is only a stopgap measure. My intern helps me with some writing and research in

addition to keeping our legislation tracker, sign on letter tracker, and court case tracker up to date. But there are gaps in coverage of these duties between interns and during times like conference or even with the 60th anniversary campaign there are many other tasks I need their help with.

9.2.3. I would also like to increase communications between Policy and Advocacy and our membership, we work very hard to make sure that NOW is on the front lines of issues and at the table in important national conversations but it's hard to make sure that members see these efforts. Having an engagement coordinator could help increase this communication.

9.2.4. An organization like NOW needs the manpower to be able to be present where we need to be within the civil rights community, with our partners, and with our membership. We need more staff to do so.

9.3. Advocacy would love to grow the NOW Advocacy and Engagement Signal Group to all chapter leaders to increase communication with them so they can know what we're working on in real time!

June 2026 Board Report

NOW Political Director:
Hala Ayala

Executive Summary

- The Political Department has executed a multi-state endorsement and engagement strategy in the 2026 cycle, balancing re-endorsement of aligned incumbents with expansion into competitive and emerging districts.
- Field engagement, including weekly Virginia canvass launches, has strengthened voter contact efforts and organizational visibility.
- Operations adjusted following staff transition on May 7, 2026, while maintaining continuity in endorsements and communications.

Leadership Update

- The Political Department continues to build operational momentum through 2026.
- Gabby Bardwell, PAC Intern, departed on May 7, 2026, requiring workflow adjustments.
- Updates to the endorsement website have been completed.
- Held Canvass launches for 6 plus weeks for Virginia Redistricting efforts.
- Candidates endorsed this cycle – 71 plus candidates and more in the pipeline.
- Continue outreach to chapter presidents and local chapter presidents.
- Created tracking mechanisms for candidate endorsements.
- Fielded calls and emails for all candidate endorsement inquiries to include local and state candidates.

Endorsement Program: Year-to-Date

Endorsements include a mix of incumbents and challengers across multiple states. Focus remains on candidates aligned with NOW's six core issues. Key states of activity include Virginia, Colorado, West Virginia, New Jersey, and Oregon.

Highlights:

- A strong slate of candidates (70 plus candidates) have been recommended for endorsement across federal races and endorsed.
- Created a spreadsheet for endorsements and PAC Channel on Teams to keep PAC team abreast of real-time PAC information and updates.

June 2026 Board Report

NOW Political Director:
Hala Ayala

Candidate Highlights

- Virginia: Mark Warner, Bobby Scott, Jennifer McClellan, Don Beyer, Suhas Subramanyam, Elaine Luria.
- Colorado: Alex Kelloff, Trisha Calvarese, Jessica Killin.
- West Virginia: Rachel Fetty Anderson, Britta Aguirre.
- Additional approved candidates include Hilda Solis, Sue Altman, Shannon Taylor, and Matt Ortega.

Previously Endorsed Comparison

Many previously endorsed candidates remain active and are being considered for re-endorsement. Several candidates are not on the ballot or no longer running. Several races require engagement with state presidents due to contested primaries.

Highlights:

- Many previously endorsed candidates remain active and eligible for re-endorsement.
- Some candidates are not on the ballot or no longer running.
- Strategic expansion into new districts is underway.
- Virginia Program
 - Led weekly canvass launches supporting key races.
 - Engaged in redistricting efforts and statewide coordination.
- Supported multiple congressional districts and statewide efforts.

Political Engagement

- Attended ERA advocacy events on Capitol Hill.
- Participated in political and coalition events nationwide.
- Strengthened relationships with advocacy partners.
- Met with members of conference – re-engaging them with NOW.
- Conducted Regional Training with state presidents. Provided chapter individual training for those that were interested in the training.

Operations & Communications

- Managed endorsement communications and outreach.
- Continue to attend NOW Zooms for various efforts by staff/president.
- Coordinated candidate questionnaires and state engagement.
- Improved endorsement website content and structure, working with Kim Sontag.
- Contribute to President's bi-weekly newsletter – adding PAC highlights.
- PAC has endorsed over 71 candidates this cycle and more are in the pipeline.
- Conference work is underway to include:
 - Holding weekly/biweekly Zooms to coordinate conference efforts.

June 2026 Board Report

NOW Political Director:
Hala Ayala

- o Secured Speakers: Nancy Pelosi and Grammy Award-Winning singer, Melissa Manchester.
 - Worked with NOW Travel to coordinate guest travel arrangements.
 - Ensured to work with President to secure rooms.
- o Working on creating Program and Agenda for the conference.
- o Attended Hotel walk-through with conference team in April 2026.
- o Attend weekly Zooms held by Laura Welch for conference planning.

Projects in the works:

- Endorsement questionnaire creation for the PAC Board to review. Completed in April 2026.
- Create an email draft to reach out to state leaders regarding endorsement process and how I can be helpful. Ongoing efforts continue.
- Endorsement Calendar – will work with Kim Songtag regarding this timeline and coordination of endorsement graphics...etc. – Completed in February 2026.
- Creation of Primary Calendar and Members of Congress running in 2026 (in progress). – Completed in February 2026.
- New Intern will be onboard on June 1, 2026.

Bring Another Chair Tour Proposal

The **Bring Another Chair National Tour** is a proposed national outreach initiative designed to advance NOW's strategic priorities of **education, membership growth, media visibility, and fundraising**. This proposal centers on local chapters, college campuses, donor engagement, and media outreach.

The initiative is grounded in the belief that education is the first step toward advocacy. By bringing national leadership directly into communities, NOW seeks to educate new audiences about its six core issue areas, strengthen grassroots organizing, increase public visibility, recruit new members, and cultivate donors and sponsors.

The proposal recommends launching with a pilot event in August, before expanding to additional cities based on measurable outcomes. Estimated direct costs are approximately **\$7,200 per stop**, with success measured through media coverage, membership recruitment, Campus Action Network (CAN) growth, donor engagement, and funds raised.

Purpose and Strategic Objectives

The tour is intended to support three primary organizational goals:

Media

- Increase NOW's national and regional visibility.
- Generate earned media opportunities in targeted markets.
- Highlight local chapter activities and regional issues.
- Create content opportunities through a proposed "View from the Road" commentary series featuring observations from tour stops.

Membership

- Recruit new members and supporters.
- Strengthen local chapter engagement.
- Expand Campus Action Networks (CANs).
- Build activist and volunteer pipelines through campus and community outreach.

Money/Fundraising

- Cultivate relationships with current and prospective donors.
 - Re-engage lapsed donors.
 - Secure sponsorship support.
 - Generate revenue through local donor receptions and fundraising events.
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Proposed Timeline

The revised proposal recommends a phased rollout:

Timeline	Activity
July–August	Planning and preparation
August	Pilot event in location TBD
September	Two cities/chapters/CANs TBD
October	Two cities/chapters/CANs TBD

The August event would serve as a pilot to test logistics, participation, fundraising potential, and overall return on investment before committing to additional cities.

Proposed Activities

A typical city visit would include a combination of:

- Local and regional media interviews
- Meetings with local NOW chapter leaders
- Campus screenings of *Bring Another Chair*
- Educational programming on NOW's six core issues
- Campus Action Network recruitment and organizing
- Community engagement activities
- "Party with a Purpose" donor reception
- Meetings with major donors, prospects, and sponsors
- Potential PAC-related activities, where appropriate and compliant

The proposal emphasizes collaboration with local chapters, universities, Women's and Gender Studies programs, and community partners while minimizing demands on NOW staff resources.

Organizational Roles and Responsibilities

Scott Circle Communications

- Media outreach and press relations
- Event logistics and scheduling
- Communications materials
- Registration and outreach tools
- Coordination of speakers and event management

NOW Chapter/Advocacy Staff

- Chapter engagement and local coordination
- Campus Action Network recruitment
- Program support and follow-up

NOW Development Team

- Donor cultivation
- Sponsorship outreach
- Fundraising event coordination

NOW Executive Leadership

- Public-facing participation
- Program approvals
- Media appearances and keynote remarks

NOW Operations and Finance

- Compliance review
- Activity classification and cost allocation
- Contract approval and financial oversight

Budget Overview

The proposal estimates the following cost per city stop:

Expense Category	Estimated Cost
Travel and Lodging	\$2,500
Meals and Expenses	\$550
Venue and AV	\$1,000
Reception and Catering	\$2,000
Materials and Printing	\$500
Contingency	\$650
Total Per Stop	\$7,200

Based on five proposed locations, the estimated direct tour cost would be approximately **\$36,000**, exclusive of internal staff time.

Scott Circle Communications indicates that no additional consulting fees would be charged beyond the current scope of work, although travel and related expenses would be billed to NOW.

Compliance and Funding Considerations

The proposal outlines a framework for allocating activities among:

- **NOW Foundation (C3)** educational programming
- **NOW Inc. (C4)** membership and advocacy activities
- **NOW PAC (C6)** candidate and electoral activities
- **Shared or allocated expenses**

Campus screenings, issue education programs, and CAN activities would qualify for Foundation funding and could be eligible for grant or sponsorship support. Appropriate compliance review would be required for materials, scripts, fundraising activities, and candidate-related programming.

Success Metrics

The proposal recommends evaluating the tour based on measurable outcomes, including:

Media

- Number of media placements
- Interviews secured
- Audience reach and engagement
- Quality of coverage

Membership

- New memberships
- CAN sign-ups
- Volunteer recruitment
- Chapter connections and follow-up engagement

Fundraising

- Donor meetings completed
 - Funds raised or pledged
 - Sponsorship revenue secured
 - Reactivation of lapsed donors
-

Considerations for Board Review

Before proceeding beyond the August pilot event, the Board may wish to consider:

1. Whether anticipated outcomes justify the financial investment.

2. Clear performance benchmarks required before expansion.
 3. Staff capacity to support planning, travel, and follow-up.
 4. The reliability of local chapter and campus partnerships.
 5. Opportunities to offset costs through grants and sponsorships.
 6. The potential return on investment in media exposure, membership growth, and fundraising.
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Recommendation

A pilot launch in August would allow NOW to test this model, assess operational demands, measure outcomes, and evaluate return on investment before committing additional resources.

If approved, leadership would establish clear performance benchmarks for media coverage, membership recruitment, CAN activation, donor engagement, sponsorships, and fundraising success before expanding the tour to additional cities and chapters.