



# Strong Enough to **WIN**

A strategic roadmap for equipping State Tables across the country to win and defend the changes their communities need.



State Voices 2026 - 2032

This strategic roadmap is the result of a collaborative strategic planning process focused on increasing our impact.

## This report includes:

Letter from Our President & CEO  
Alexis Anderson-Reed

### SECTION 1:

Who We Are: Our Network

### SECTION 2:

What We Do: Our Work & Our Impact

### SECTION 3:

Where We're Headed:  
Strategic Roadmap 2026 – 2032

July 2026



# The threat is real, and so is the opportunity.

## A LETTER FROM OUR STATE VOICES PRESIDENT & CEO

Dear friends,

We are living through a consequential moment in our movement's history. Across the country, authoritarian forces are consolidating power—attacking the rights of Black, Brown, Indigenous, immigrant, LGBTQ+, and working-class communities, dismantling our democracy, and silencing those that fight back. The infrastructure we have built is under pressure—from political attacks, funding contraction, and sheer exhaustion.

**The forces working to dismantle our democracy are coordinated, well-resourced, and operating at a scale that dwarfs our own. They studied what progressive movements built and invested in their own versions tenfold. The work described in these pages is not optional—it is urgent.**

The threat is real, and so is the opportunity. I refuse to lead from fear, because I see State Tables across our network rising with

clarity, determination, and unity—ready to hold the line and build something new. In states where progressive coalitions have a majority, there is opportunity for leaps forward that were unimaginable just a few years ago.

That is why we built this strategic roadmap together. **“Strong Enough to Win”** was forged in partnership with State and Emerging Table leaders, shaped by the hard-won wisdom of organizers across the country, and grounded in an assessment of what it takes to win lasting change. It reflects a deeper level of shared analysis, strategy, and commitment than ever before.

This roadmap is an evolution of that work and the sharpening of focus that this moment demands.

“*Strong Enough to Win* builds on decades of infrastructure that has registered millions of voters, won critical policy fights, and protected communities under attack.”

We are not here to do everything. State Voices exists to make State Tables strong enough to win—strong enough to coordinate campaigns that change policy, shift power, and transform people's lives; strong enough to protect their communities from the forces that would strip away their rights; and strong enough to sustain that strength for the long fight ahead.

We support State Tables to develop state-specific visions to drive strategy from 2026 to 2032 and beyond. Across those state-level plans, we connect State Tables to create national momentum and achieve a new level of coordination that makes our network more than the sum of its individuals wins.

Fighting back is not enough. Our communities need an irresistible future to fight toward, in which Black, Brown, Indigenous, immigrant, and working-class people lead and thrive, power is rooted in communities, and life is an act of joy and possibility.

The roadmap is about that future. It is about building a democracy we have never seen before—one that moves beyond resistance to transformation and reflects the full humanity, creativity, and aspirations of our people by aligning with the deep relationships and partnerships across our full network.

I carry this fight in my bones. My family's history is five generations from slavery. I know what is at stake when people with power try to send us backward, and I know what is possible when people who love freedom come together and refuse to allow it.

**Let's build that future—not someday, but now.**



ALEXIS ANDERSON-REED



# Section 1: WHO WE ARE





# State Voices exists to serve our network.

Our network of state-based, grassroots coalitions drives change across the country. State Voices maximizes learning, connection, and coordination among **22 State Tables** and **7 Emerging State Tables**.

Our affiliated 501(c)(4), State Democracy Action, serves the 11 (and growing) State Tables with affiliated c4 organizations.



## State Tables are the front line of defense for their communities.

They work tirelessly to **defend the humanity, autonomy, and dreams of our people** by changing the policies that put people in harm's way, moving us towards true freedom and safety.

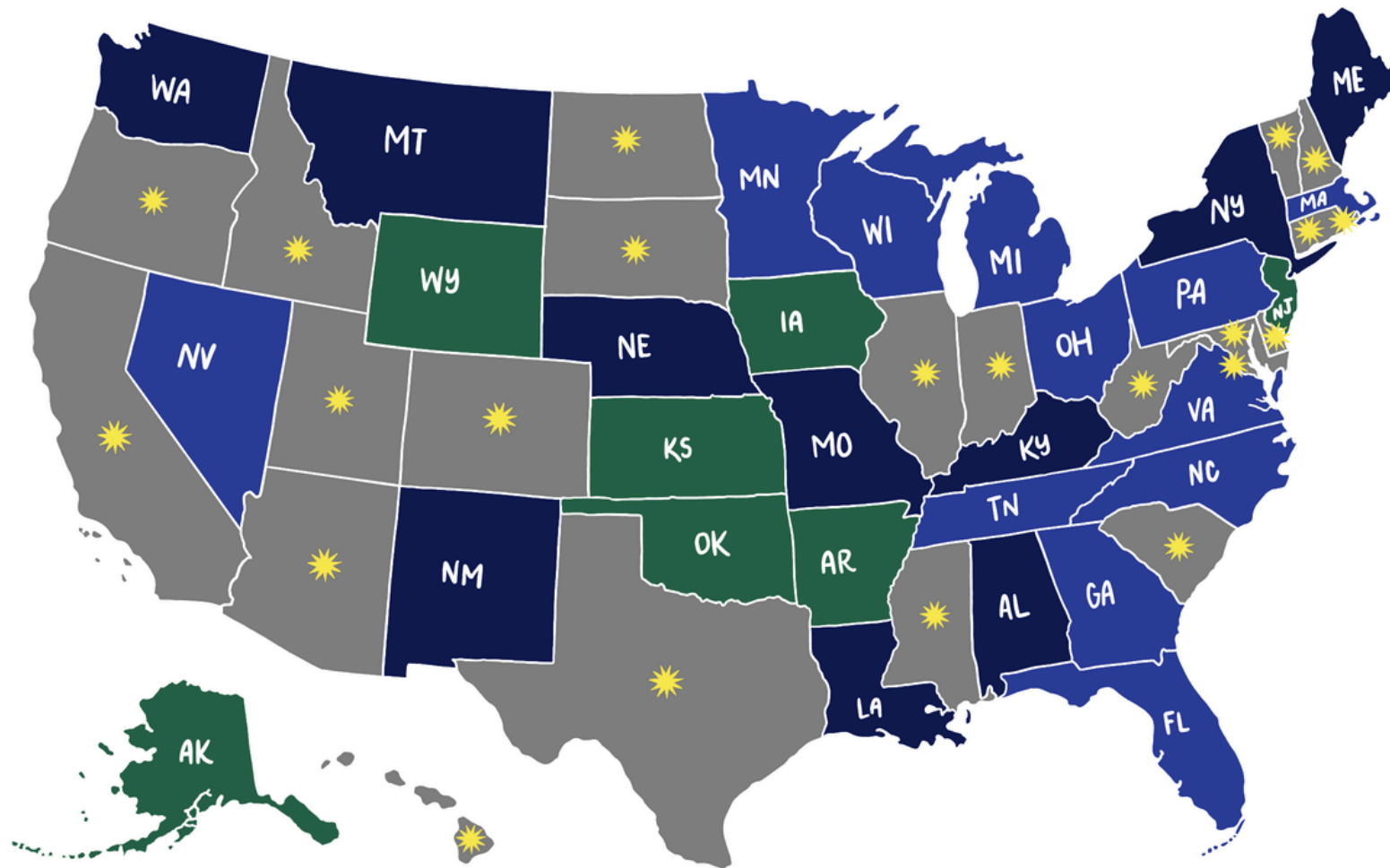
State Voices also provides civic engagement data, technology, training, and related expertise to more than 1,000 national and state-based social change organizations through our Tools for All program. Our data services save these partners \$40 million every year.

### Definitions:

- ✦ **State Voices:** National organization that provides essential strength-building services to State Tables and unites them through shared learning and coordination.
- ✦ **State Tables:** Staffed and locally incorporated coalitions of grassroots and other organizations working together to build power and make change in their state.
- ✦ **State Partners:** Grassroots and other organizations focused on basebuilding, policy, and other advocacy and mobilization efforts.
- ✦ **Emerging State Tables:** Tables on the road to a more formal, comprehensive relationship with State Voices.
- ✦ **Our Network:** State Tables, State Partners, and Emerging States engaged with one another and with State Voices staff, resources, and programming.
- ✦ **State Democracy Action:** The national affiliated 501(c)(4) organization that serves the c4 entities of the 11 joint c3/c4 State Tables in our network.
- ✦ **Tools for All:** State Voices program that provides access to civic engagement data, technology, and related expertise to more than 1,000 organizations across the country.



# The Affiliated Network



## State Tables

**AL** Alabama Forward  
*AL Forward Action*

**FL** State Voices Florida

**GA** ProGeorgia

**KY** Common Ground  
Kentucky  
*Common Ground  
KY Action*

**LA** Power Coalition for  
Equity and Justice  
*Power Coalition for  
Electoral Justice*

**ME** Maine Voices

**MA** Massachusetts  
Voter Table

**MI** Michigan Voice

**MO** Missouri Organizing  
& Voter Engagement  
Collaborative  
*MOVE Action*

**MN** Minnesota Voice

**MT** Montana Voice  
*MT Votes*

**NC** Blueprint NC

**NE** Nebraska Table  
*Second House  
Collaborative*

**NM** New Mexico Civic  
Engagement Table  
*Center for Civic  
Action*

**NV** Silver State Voices

**NY** New York Civic  
Engagement Table  
*NY Civic  
Engagement Power*

**OH** Ohio Voice

**PA** Pennsylvania Voice

**TN** CivicTN

**VA** Virginia Civic  
Engagement Table

**WA** Washington  
Community Alliance  
*WA Community  
Alliance Action Fund*

**WI** Wisconsin Civic  
Power Table

## Emerging States

**AK** Alaska Voter Hub

**AR** Get Loud Arkansas

**IA** Alliance for a Better  
Iowa Education Fund

**KS** The Voter Network  
(Kansas)

**NJ** We the People  
(New Jersey)

**OK** Let's Fix This  
(Oklahoma)

**WY** Wyoming Civic  
Engagement  
Network



# Section 2: WHAT WE DO





# We are fighting for the freedom and safety of our people

---

State Voices strengthens State Tables to lead winning campaigns for major change—to protect their communities and transform them for the better.

Grassroots movements are not just about rhetoric—they are about changing realities. Our communities can win power and achieve free childcare, affordable housing, and good jobs so that our people can live well.

It all begins in the states. The biggest changes in our country have started at the state level before successfully reaching national scale.

We know what it takes to win. State Voices and State Tables are agile by design: we adjust and refocus in real time to deliver what Tables need most.

## State Tables help grassroots movements win big in their states.



### **State Table partnerships make winning possible.**

State Tables mobilize people to vote, protest, donate, and make their voices heard. They build movements by developing new leaders - helping everyday people to organize their neighbors, contribute their talents, and create change.



### **Coordinated strategic actions achieve impact that no one organization could achieve on its own.**

Coordinated efforts bring partner organizations together around shared goals, strategies, and actions that scale impact. This is what it takes to win policy changes, defend communities, and ensure our social, economic, and political systems work for all people.



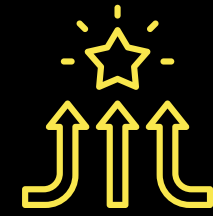
### **State Voices provides the individualized support that each State Table needs and the opportunity for mutual learning to strengthen them all.**

As part of our new strategic roadmap, we will coordinate State Tables to build greater momentum and impact nationally. Mutually reinforced strategy, storytelling, and support will help achieve greater success across the full reach of our network and influence the direction of the country as a whole.



# We focus on making State Tables powerful and successful.

We make sure State Tables are strong enough to win by investing in four core pillars that we know matter most.



## Passionate Alignment

State Voices helps Tables convene their partners and align short-term and long-term approaches—and collective responsibilities. Tables can achieve big wins when they strengthen their capacity for risk and growth and embrace the attitude of living and thriving together.



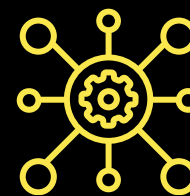
## Strategic Coordination

State Voices provides hands-on support to Tables as they mobilize their partners and other statewide players in a united, strategic approach towards clear goals. This strengthens their ability to win.



## Impact-Driven Engagement

State Voices drives smart decision-making and strategy through data, tools, and analytics, so Tables can focus on engaging people toward the Table's collective goals.



## Effective Systems

State Voices provides the practical tools, know-how, peer learning, and support that State Tables need to establish and maintain a solid operating foundation, healthy culture, and strong internal processes. When Tables can function well and mitigate risks, they can support their partner organizations' most essential work.



# State Voices does not fit into a single box—by design and by necessity.

---

State Tables need a range of supports backed by a real understanding of their work.

As a national organization dedicated to Tables' success, we take an integrated approach to strengthening Tables and their partner organizations.

State Voices provides a one-stop shop of hands-on support and catalytic resources designed to meet State Tables' specific, interrelated needs.



We channel money to State Tables and help them plan, manage, and deploy their resources.



We provide State Tables with critical data and the systems, tools, and expertise to use it to meet their goals.



We offer State Tables training and resources to implement their strategies and prepare them for difficult challenges. When they face tough decisions, we serve as strategic advisors.



We share best practices from across our network. We facilitate problem-solving and peer learning and run standing affinity groups for staff across Tables.



# The partnership between State Voices and State Tables makes the difference.

## SUCCESS IN GEORGIA: The ProGeorgia Table

### ★ Moving money to where it matters.

State Voices provided \$100,000 to fund ProGeorgia's coordinated response to the cancellation of more than 455,000 Georgia voter registrations in 2025, reducing the number removed from state rolls and ensuring voters could re-register.



### ★ Training and tools to meet the moment.

Through State Voices' customized security trainings, including Electoral Safety Training and Vetting and Infiltration Safety Webinars, ProGeorgia now equips 61 coalition organizations with the information, tactics, and resources to mitigate real threats.

### ★ Critical intelligence informs strategy.

State Voices delivered bill summary services that enabled ProGeorgia to counter threatening legislation and advance positive change. This policy support drove coordinated mobilization on redistricting, voting rights, gender-affirming care, environmental justice, and reproductive justice.

### ★ Facilitating access, relationships, and learning.

State Voices' Comms Choir and Changemakers Skills Camp gave ProGeorgia's Communications Director practical best practices from peer states in media relations, digital organizing, and rapid response.

## SUCCESS IN NEW MEXICO: New Mexico Civic Engagement Table



### ★ Model for infrastructure across the state.

The New Mexico Civic Engagement Table (NMCET), convened by the Center for Civic Policy (CCP), focused on long-term strategy from its founding in the mid-2000s. State Voices helped establish the roadmap for NMCET's coalition work: an internal infrastructure, expertise, and process that the Table replicated as it built its own network of statewide community coalitions, including a Youth Civic Engagement table, regular statewide communications meetings, and a c4 table (NMmas). Building and integrating coalitions into forceful policy campaigns and tapping into best practices and intelligence developed by other Tables across the State Voices network led to passing universal childcare, the landmark New Mexico Voting Rights Act in 2023, and other achievements that require deep, long-term work.

### ★ Leveraging national influence for state action.

State Voices has engaged other national organizations with New Mexico affiliates that depend on their national offices for setting policy positions and priorities, helping them join the Table's policy campaigns much faster than they otherwise would—in time for those campaigns to unite and win. State Voices plays a similar role among national funders, helping them understand the unique needs and context of New Mexico, see the work happening there, and make investments that fuel unity and strength rather than fracturing and duplication. Validating and elevating the role that the leadership of women of color has played in the state's success has been just as important as funding, templates, guidance, and other forms of technical support.

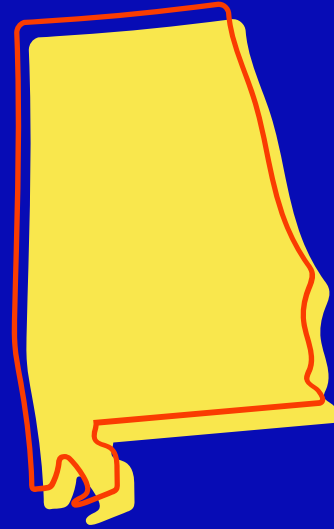
### ★ Planning big, winning big.

State Voices gives CCP a critical national perspective as they work to develop a proactive agenda for change in New Mexico. In addition to learning essential policy lessons from leaders in other states, CCP can do its work knowing it is breaking ground for other states by developing models that others can use to advance similar policies.

## SUCCESS IN ALABAMA: The Alabama Forward Table

### ★ Helping a new table get off the ground.

Alabama Forward reached out to State Voices just one year after it formed. We provided funding and hands-on support of their internal systems and infrastructure, consulting on core operations, including an employee handbook, HR policies, bylaws, the partner application, financial systems, hiring development, and comms staffing, and more. As Alabama Forward raised its profile through critical redistricting work, our programs and policy teams stepped in to support their efforts. The benefits of our network also became clear: Alabama Forward gained access to lessons learned from others tables and a forum for testing out new ideas, and they participated in affinity groups to respond to dangerous legislation hitting several states at once.



### ★ Capacity, coordination, and confidence with data.

State Voices invested in funding, tools, and hands-on guidance for data staffing, data infrastructure, and data operations at Alabama Forward. Many partner organizations approached voter outreach in fragmented ways: missing certain communities, duplicating voter contact efforts, and facing cultural and technical barriers for leveraging tactics like text banking. State Voices helped the Table build accessible data infrastructure and tools and train members across the coalition to use them, dramatically shifting Alabama Forward organizations' approaches.

In 2025, Alabama Forward worked with Alabama-based digital civic engagement organization Shake the Field to pilot a new approach to voter outreach through community-centered text banks. Using tools provided by State Voices, they targeted low-turnout Black voters in Mobile and Madison Counties through coordinated outreach across partner organizations. They hosted evening text banks filled with music, conversation, and shared purpose, pairing the data-driven strategy with a new model for organizing and using technology to build community. Through increased volunteer ranks, Alabama Forward reached about 12,000 voters they wouldn't have reached otherwise.

### ★ Building a statewide ecosystem.

Alabama Forward takes an ecosystem approach to providing statewide data infrastructure, reaching beyond the Table to provide data services to local community groups across the state. State Voices has supported this data infrastructure, providing the ecosystem access to VAN and improving statewide coordination to reach communities never engaged before. New data, tools, and training allowed Alabama Forward to identify opportunities to boost voter education and participation, making sure people were no longer overlooked and instead felt that their voices mattered.

By 2023, Alabama Forward piloted the first coordinated, statewide field plan, led by the data staff they had developed with State Voices' support. This plan featured coordination down to the precinct level, with month-to-month reporting and precise adjustments as groups implemented the plan and learned from the voter engagement they conducted. They have confronted disinformation campaigns targeting specific communities: from knowing which polling places are hostile to being aware of who receives intentionally misinformative mailers, they get past anecdotal information to see needs clearly across the state.

### ★ Reducing the impact of attacks.

Through State Voices, Alabama Forward prepared for voter suppression attacks originating in Florida and being replicated by legislatures in Georgia, Tennessee, and other states. They learned what had and hadn't worked to fight back, adopted the essential security protocols for leaders and groups actively engaged in those fights, and studied the language of the copycat bills heading their way. With this support, planning, and preparation, Alabama Forward was able to defeat some of the most extreme measures of those bills by adding key amendments on the front end before they passed.





## SUCCESS IN NEBRASKA: Nebraska Table

### ★ Essential skill building and expert guidance.

State Voices provided funding for the Nebraska Table to become a fundraiser itself. We brought in experts to create a new role, infrastructure, and operations dedicated to development, making the Table's work sustainable by nearly tripling their budget and making them a backbone for coordinated grassroots organizing statewide. They now have a donor alliance, relationships with national funders, and the ability to move money to partner organizations in under-supported communities. Through community grants, they funded local coalitions' plans to deepen organizing in key communities across the state. We supported all of these new capabilities by funding the development role and providing coaching, resources, and a cohort for continued shared learning and growth.



### ★ Strategy and support for c4s.

State Democracy Action offered guidance on legal compliance and essential issues for managing a successful joint c3/c4 Nebraska Table. "Even though we have technical c4 training, State Voices helped us see and tackle issues...that weren't on our radar." We helped the Table become an effective coordinating body seen nationally as the best intermediary for holistic, equitable investment in the state. Serious policy and ballot wins followed, along with legal defenses of those wins: paid sick leave, medical marijuana, a \$15 minimum wage, overturning a right-wing legislature on charter school policy, blocking attacks on the very existence of ballot initiatives, and even expanding reach and engagement through a close but tough loss on abortion access. Nebraska Table is now becoming a hub for campaign development, resource deployment, and more at both the state and the local council levels.

### ★ Timing and resources for rapid response.

State Voices helped Nebraska Table swiftly respond to the challenges of election sabotage and election protection. We convened executive directors from across the country to share strategies and resources, supporting quick development of an informed and strategic response. Our team also readily supplied talking points immediately following a major Supreme Court decision, making it possible for Nebraska Table and its partner organizations to sing from the same songbook in quick time, synced with other tables nationally.

### ★ Supporting the hardest work of leadership.

We take pride in hearing from Nebraska Table that we do "a really incredible job of leading very direct conversations about what's working, what isn't...and bringing accountability and more responsibility into our networks." These conversations have made Nebraska Table stronger and State Voices' 10-year plan framework has brought allies together around best practices, bigger-picture planning, and action. "State Voices prioritizes bringing people together: shared learning with colleagues and conversations about our shared values in the workplace—what we think a healthy culture looks like. That's hard work, but it helps all of us as leaders on the ground." We've stood with Nebraska Table as it faced leadership challenges from management structures and salary bands to building a culture that values and utilizes data.





# Section 3: WHERE WE'RE HEADED





# Our 2026-2032 strategic framework was created in partnership with our State Tables.

Leaders across our network continually strive to innovate, evolve, and strategize to win for our people. State Voices has identified three sets of goals that will leverage what we do best, deepen our expertise, and increase our value to the network over the next several years.



Goals for Serving Our Tables



Goals for Increasing the Power of Our Network



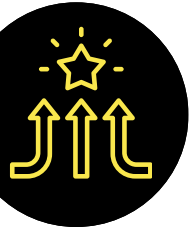
Goals for Strengthening Our Operations

This is especially important as we confront the dual challenge of mobilizing communities against authoritarianism and advancing transformative policies.



## Goals for Serving our Table

### Pillar of Strength: Passionate Alignment



Winning requires internal alignment, commitment, and durable power. Tables that are passionately aligned around shared mission, tactics, and purpose move faster and have an impact that outlasts any single political moment. By 2032, we will:

#### 1. Strengthen Every Table’s Capacity to Lead, Plan, & Win

Most State Tables have 10-year power-building plans that drive their strategy and decision-making. Through developing shared analysis and coordination, State Tables establish alignment, operational strength, and leadership to implement these plans and adapt them as the landscape changes. State Voices supports State Tables’ readiness for a 10-year planning process and provides continuity so that plans continue to have impact through organizational change.

*We have succeeded when:* The majority of State Tables are implementing their 10-year vision with partners, moving together at scale towards a shared vision. State Voices holds consistency through transitions at the Table level.

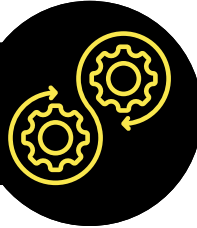
#### 2. Build the Bases That Make Winning Possible

State Tables expand and deepen a base with their partners, aligning in shared vision and tactics to move that base to action. This is the direct result of State Voices’ sustained investment in **basebuilding training, peer learning, and communities of practice** that enable and sustain organizing best practices.

*We have succeeded when:* Tables and their partners have an aligned basebuilding plan rooted in their communities. The plan includes a pipeline of trained organizers who share a theory of power, believe in their organizations, and adapt their organizing through changes in the landscape.



## Pillar of Strength: Strategic Coordination



While States hold the line on authoritarianism, we need a powerful affirmative vision to fight toward. State Voices will work with State Tables to build the strategic coordination needed for the next decade: a vision, resistance infrastructure, and community protection strategy to inspire and grow our base. By 2032, we will...

### 3. Meet the Moment(s): Protecting Our People, Defending Our Democracy

State Tables fight the consolidation of power at the state level, serving as trusted hubs for coordinated coalitions that protect and defend immigrant, LGBTQ+, Black and brown, and other impacted communities, ensuring they are equipped to resist attacks on their lives, rights, and democratic participation. State Voices connects local work with national movements, identifying opportunities for sharing resistance strategies across states.

**We have succeeded when:** State Tables lead coordinated resistance strategies that disrupt authoritarian power, delegitimize harmful agendas, protect voters from interference, and block policies designed to diminish our people's rights. State Voices supports Tables to activate partners and manage complex campaigns connected to the broader movement.

### 4. Build an Irresistible Future Powerful Enough to Hold and Grow Our Base

Our network has moved beyond a defensive posture to articulate an “irresistible future,” a community-informed affirmative vision that moves statewide organizing and gives communities something worth fighting toward. This vision meets people where they are with a narrative of freedom, safety, and hope that sustains engagement.

**We have succeeded when:** Tables have developed authentic, state-specific visions that underpin their basebuilding campaigns and long-term organizing strategies. Tables and Partners understand how to reaffirm that vision and use it strategically to mobilize communities. State Voices provides unique support to each Table to develop a vision and sustain it through time and change.

## Pillar of Strength: Impact-Driven Engagement



Long-term wins will require the data, tools, and infrastructure to translate basebuilding power into measurable impact. State Voices will invest in the systems, technology, and organizing capacity that allow State Tables to engage more people and make smarter decisions to build power. By 2032, we will...

### 5. Turn the Tide: Fighting For a Democracy We Haven't Seen

Our network has held the line on further erosion of our democracy, moving towards the true multiracial democracy we deserve, where every community has real power, real representation, and a real say in the decisions that shape their lives. We advance access, engagement, and representation across democratic life, from redistricting and census fights to year-round organizing, ballot initiatives, and accountability campaigns.

**We have succeeded when:** Communities are consistently engaged beyond election cycles, and the structural fights that determine who holds power—redistricting, census, voting rights, and ballot access—are won with coordinated strategy and community strength built through State Tables. We are building a new future—and the State Voices Network is the hub making that possible.

### 6. Deepen the Data Expertise That Powers Our Organizing

We develop skilled data practitioners who shape program plans and decisions around targeting, engagement, and mobilization. Every Table has access to skilled data practitioners recruited, trained, and retained with the State Voices' infrastructure of State Data Staff.

**We have succeeded when:** State Tables consistently use data to make strategic decisions, iterate on programs, and deepen engagement with the expanded base. The shared infrastructure supported by State Voices made expertise and excellence accessible to all.

## Pillar of Strength: Impact-Driven Engagement



### 7. Invest in Affordable & Resilient Tools Built to Win

State Voices offers a movement-aligned civic engagement tool stack that Tables and partners can access at low or no cost, and they are no longer dependent on exploitative corporations for critical organizing infrastructure. In doing so, State Voices has **saved the network tens of millions of dollars** while actively building and testing the next generation of tools for basebuilding, mobilization, and long-term power.

**We have succeeded when:** Every Table has stable, affordable access to the tools they need. The network is no longer vulnerable to takeovers or cost spikes that disrupt organizing, and State Voices is recognized across the field as the backbone of movement-aligned civic engagement technology.



## Goals for Increasing the Power of Our Network

A network is only as powerful as the relationships, shared knowledge, and collective infrastructure that hold it together. We will prioritize the following network-wide goals:

### 8. Fortify the Network Through Shared Knowledge, Shared Power, & Shared Wins

Our network of State Tables is the engine of shared power, consistently executing high-quality programs. Regardless of size, State Tables organize with their partners at the highest standard their capacity allows. State Voices makes the tools, strategy, and hard-won knowledge of our most successful Tables accessible to all.

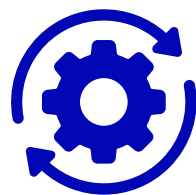
**We have succeeded when:** The gap between our strongest and most under-resourced tables has meaningfully narrowed through peer learning and national support systems that allow every table to rise toward the highest level of impact. Being part of the State Voices Network makes winning for our people possible in every state we touch.

### 9. Shape the Democracy Ecosystem From the States Up

Our Network is the leading authority on state-based integrated civic engagement.

**We have succeeded when:** The field looks to State Voices and Tables as trusted thought partners who set the gold standard for coordinated, year-round engagement. Our national partnerships drive real collaboration and shared field strategy; funders and movement peers consistently turn to us as the authority on successful integrated civic engagement. Our network's influence in the democracy ecosystem is continually renewed by the depth and quality of our work.





# Goals for Strengthening Our Operations

## Pillar of Strength: Effective Systems



To win, our network must be financially stable, operationally sound, and protected from the threats of this political moment. State Voices will invest in the financial health, governance, compliance, safety, and security infrastructure that Tables need. By 2032, we will...

### 10. Build Financial Resilience

State Voices and the Tables we serve have a diversified, mission-aligned funding model that ensures we can keep showing up through any external pressure. State Tables have sustainable, diversified revenue models that free them to focus on organizing and long-term power-building. State Voices helps Tables stabilize their finances, strengthen financial management, and test new movement-aligned revenue models that reduce dependence on philanthropic cycles and build genuine financial independence.

**We have succeeded when:** State Voices consistently maintains multiple years of net assets, multiple revenue streams, and a financial foundation strong enough to make long-term commitments to our network. State Tables have diversified revenue streams that reflect the true value of their role in the ecosystem and are not mired in financial crisis response. State Voices is recognized as a proactive, continuous partner in financial health.



## Pillar of Strength: Effective Systems



### 11. Prioritize Operations That Keep the Movement Above Ground

State Tables operate with consistent organizational structures, strong governance, compliant and well-managed personnel practices, and the safety and security infrastructure required to protect their people, data, and ability to operate in a hostile political environment.

For Tables running **multi-entity operations**—navigating c3/c4 structures and affiliated organizations—State Voices guides Tables to manage that complexity with compliance and confidence. In a moment when organizations are under attack, State Voices has support systems for Tables to **stay compliant and safe** to focus on the work.

**We have succeeded when:** Tables have strong, engaged boards, clear governance structures, and personnel practices that meet legal and ethical standards; their staff and communities are protected by tested safety and security protocols; and Tables running multi-entity structures do so with clarity, compliance, and confidence. State Voices is a trusted partner in helping Tables build and maintain the operational infrastructure that keeps them resilient.

### 12. Cultivate a High-Trust, High-Performing Culture Rooted in Our Values

State Voices culture is aligned with our values and centers trust, care, and dignity while holding our staff to the standard of excellence and accountability that this moment demands. Our staff is a high-functioning team where commitment to great work and to one another are seen as expressions of the same values, modeled by leadership and embedded in daily operations.

**We have succeeded when:** We have built a transparent, ongoing culture of learning and practice that supports introspection, growth, and honest reflection. Policies, staff development, and leadership practices are aligned with our values and equity commitments, and the changes we make are visible and complete. Every staff member knows what great work looks like, gets the investment and feedback they need to achieve their goals, and has access to the honest, caring conversations required to grow—because we hold excellence and care as inseparable.

# This strategic roadmap represents our deepest commitment to our collective work.

---

This roadmap builds on more than twenty years of infrastructure that has registered hundreds of thousands of voters, won critical policy fights, and held communities together through some of the hardest political terrain in our country's recent history.

It looks forward with discipline, honesty, and a shared belief that **what we build in the next several years will shape the trajectory of our democracy for a generation.**

The road ahead will not be easy, but our network has never been more aligned, more focused, or more clear about what it takes to win. These pages are an invitation to join us in that work—to invest in it, to hold us accountable to it, and to help build **a multi-racial democracy where every person has power, safety, and the freedom to thrive.**

