



APRIL 2020

TOOLS GUIDE

FIRST EDITION

In 2019, State Voices made it a priority to meet the needs of 21st-century organizing and the organizations and people who are doing the work on the ground, day in and day out. We made a concerted effort to research and invest in tools, apps, and vendors for the network and partners.

State Voices conducted an audit of the technology and tools landscape within our affiliated network. **This audit took an in-depth look at what tools table states were actively using, demoing, had never heard of, were not interested in using, or were recommending that State Voices demo.** The tools audited at the time included SMS, phone dialers, CRMs, digital, and relational organizing.

From this, State Voices created the State Voices vetting procedure for potential new tools and apps, found [here](#). As part of the vetting procedure, when a new tool is identified, the State Voices data team—along with the Strategic Partnerships, Policy, and Communications Departments—would hop on a demo and complete the [tech demos review form](#) to give their feedback on the tool.

We created a one-pager with information about each tool we demoed. The State Voices team have all together demoed over 35 tech tools and/or vendor services in 2019 and early 2020. The tools and vendors demoed this year include but are not limited to: SMS, cell-dialers, learning management systems (LMS), advocacy/census, relational organizing, canvassing, texting, and advertisements.

This guide is the culmination of those efforts.

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HOW TO USE THIS GUIDE

The purpose of this guide is to give organizations a quick overview of tools/apps that might be beneficial to programs they're running.

State Voices' goal in creating these one-pagers was to be as objective as possible. However, we recognize that even though we used the exact same form for all demos, it doesn't guarantee each tool/app vendor was asked the same questions. **For that reason, this guide is not meant to replace an organization's own research.** It's simply a supplement or a starting place for those organizations attempting to navigate a complex digital space.

We encourage each organization to do their own research and assess each new potential tool/app based on how well it will meet the needs of their organization, the people they serve, and the programs that will be conducted with said tool/app.

We did our best to keep each tool/app review to one page. For that reason some of the one-pagers don't go into specific details, unless we felt it was relevant. While oftentimes we noted cons based on our particular needs, we do believe some cons apply to all organizations—regardless of their specific needs. For that reason, we encourage folks to think about some specific cons in greater detail.

Considerations we factored into our assessments of these tools include, but are not limited to the following.

COMPANY VALUES AND PRACTICES

It is important to State Voices that the vendors that we enter into contracts with share our values of social justice, representation, inclusion, and progressivism.

VAN INTEGRATION

VAN integration is very important if your organization uses the VAN. If you're a State Voices partner organization—we truly hope you're actively using your VAN committee, since that's how we do our end of year reporting.

There are three main types of VAN integration. They are:

- **Pull** VAN integration which means that data can *only* be *pulled* from the VAN and into the tool/app that you're using.
- **Push** VAN integration which means that results can *only* be *pushed* from the tool/app that you're using back into the VAN.
- **Pull/Push** VAN integration which means that data can be *both pulled* from the VAN and into the tool/app, and the results from the tool/app can be *pushed* back into the VAN.

VAN integration in any combination is beneficial, because it either decreases or completely eliminates the need for manual loading of data from one tool/app into another. It also eliminates the need of sending data and responses back and forth via email—in the event you're working with a VAN administrator who's loading the data for you.

Our recommendation to partners reading the guide is that you invest in a tool that integrates with VAN, so that state data staff don't have to send you data via email/other online methods and then you don't have to worry about sending response data back after a vended program, etc.

When asking a vendor about their integrations with VAN, it's also important to get clarification from them about what exactly can be pushed/pulled. Not all integrations are created alike.

OFFLINE MODE

Offline Mode is critical in this day and age, especially for door-to-door canvassing. We encourage organizations to invest in tools/apps that have an offline mode, so that their results are tracked regardless of internet connectivity.

WEB BASED VERSUS NATIVE APP

Whether a tool is offered via website or app can sometimes be a dealbreaker and it's often tied to the above question. When something is web-based, it often doesn't have an offline mode, because it requires an internet connection to connect to the website. Some apps operate via internet access only.

Something else to consider is the barrier to entry. Oftentimes, volunteers or even paid staff won't want to download an app onto their personal phone. You then have to consider purchasing phones/tablets to ensure people can actually deploy the tool you invested in.

LONGEVITY OF A TOOL/APP

New tech will come and go, but the heart of the work will never change. We believe it's important for organizations to really think about where they're putting their money.

Organizations should ask app/tool vendors about how long they've been in business and consider that as a big factor when deciding where to invest. Ask yourself; will this company still be around 1 year+ after this program? Are they likely to be bought out by another company? How can I recover my data if the company folds?

DATA OWNERSHIP

This is a key factor in making sure that your data is secure and will not be shared or sold with third parties. Before entering into an agreement with any vendor, it is important to read the agreement carefully, have it vetted by a lawyer, and pay close attention to any details regarding data sharing or security.

PRICING MODELS

Before entering into a contract be sure you understand the pricing model. Take texting vendors as an example:

In the case of texting vendors, you'll want to think about if a per text or contacts model is best for your organization. Per text models charge per outgoing text, while contact models typically charge a flat rate for your organization to text the same "contacts" as many times per the contract terms.

VOTER FILE VENDORS

When using data from the VAN or State Voices voter file that will be going to a vendor/third party you should inform your state table or Tools for All, so they can provide you with the required paperwork to ensure your vendor is approved and has authority per State Voices' contract with its voter file vendor.

OPEN APIS

A publicly available set of applications, functions and/or procedures that provide programmers with structure for communication between applications. This allows organizations to easily build and share capacity with the larger progressive community for more efficient and seamless data operations.

OPEN SOURCE VERSUS NON-OPEN SOURCE

Open source tech/tools are tools in which the source code of the tech/tool is available for modification. This means an organization can adapt the tool to meet their needs.

While being able to make edits to the software can seem great, it often comes with a few drawbacks.

- For one, you need to have someone on your team who has the skill to make those edits. If not, you have to pay someone, like a developer, which can be costly.
- Secondly, open source tools are typically not as fleshed out, which can be a limiting factor.

STATE VOICES FAVORITES

Based on our research, we believe that the following vendors best fit our needs, and may best fit the needs of our tables and partner organizations, but we still recommend that each organization do their own research to find the best fit for them.

- Canvassing (Traditional Door-to-Door): [MiniVAN](#) (available through State Voices VAN access)
- Canvassing (Events, On the Street): [Reach](#)
- Cell-Compliant Dialer: [ThruTalk](#)
- CRM: [Action Network](#)
- Digital Organizing & Online Fundraising: [EveryAction](#)
- Learning Management System: [SAP Litmos](#)
- Online Voter Registration Portal: [Rock the Vote](#)
- Staff Communications: [Slack](#)
- Task Management System: [Asana](#)
- Texting Services: [ThruText](#), [Hustle](#)
- Voter Contact Portal/Hub: [Voter Activation Network \(VAN\)](#)

OTHER TOOLS TO CONSIDER

State Voices and its tables have not entered into contracts with the following vendors, but based on

our demos and analysis of their website and offerings, feel that they may meet the following needs:

- Event Management and Promotion: [Mobilize America](#)
- Online Advertising: [Outfox AI](#)
- Online Advocacy: [Phone2Action](#)
- Project Management: To Be Determined
- Relational Organizing: To Be Determined
- Support Ticket Tracking & Knowledge Base: [FreshDesk](#)
- Third Party Texting and Script Support: [Resistance Labs](#)
- Voter Guides and Ballot Issue Support: [Ballot Ready](#)
- Voter Registration Targeting: [Map the Vote](#)
- Online Voter Registration Portal: [Register2Vote](#)

Below are one-pagers on each vendor mentioned above. We also conducted research on additional tools, however, did not include them below, as they are not a current recommendation for our network. We are happy to discuss our analysis. Please contact Angela Tombazzi, Director of Data & Technology, at angela@statevoices.org if you have any questions.

ACTION NETWORK

WEBSITE:

<https://actionnetwork.org/>

CONTACT:

support@actionnetwork.org

COST:

<https://help.actionnetwork.org/hc/en-us/articles/360022159952>

CREATED:

2012

PURPOSE:

Platform that includes email, actions, petitions, letter campaigns, and events.

SUPPORT:

Regular webinars and recorded trainings, support requests, knowledge guide and support articles.

SIMILAR TOOLS:

SalsaLabs, Blue State, Nationbuilder, Mailchimp

PROS:

- Created to advocate for progressive causes.
 - A variety of features for a low overall cost.
 - Actions and Petitions are easily embeddable on websites.
 - Interface is easy to learn without much onboarding.
-

CONS:

- API with VAN exists, but is difficult to set up and doesn't have a great match rate.
- No Translation ability.
- System uses email address as a unique identifier, which means that every time a person is added with the same email address it updates the record that had that email address rather than creating a new record.
- No offline mode.

BALLOT READY

WEBSITE:

<https://www.ballotready.org/>

CONTACT:

Alex Niemczewski,
alex@ballotready.org

COST:

Contact Ballot Ready.

MONTH OF DEMO:

July 2019

CREATED:

2015

PURPOSE:

To create customizable voter and ballot guides. They gather information on every candidate in every election in all 50 states, down to school board elections. For ballot measures, they include what a yes/no vote means.

SUPPORT:

Support ticket system and knowledge base.

SIMILAR TOOLS:

Unknown

PROS:

- They pull in available online information for candidates.
 - You can also add your own info (for example, a candidate survey).
 - You can decide what to display on the guide. It's customizable.
 - For ballot measures, they explain what a yes vote means and what a no vote means, as well as who supports a yes vote and who supports a no vote.
 - As an organization, you can support either a yes or no vote and make it clear where your organization stands on the issue.
 - BallotReady allows users to save candidates they want to vote for, shows them their early vote location along with directions, and reminds them about election dates by setting a calendar event.
 - You can create custom voter guides for organizations.
 - For an additional cost, you can track absentee ballot requests.
-

CONS:

- No sync to a CRM (Customer Relationship Management).
- BallotReady works with all organizations, regardless of their values.

EVERYACTION (NGPVAN)

WEBSITE:

<https://www.everyaction.com/>

CONTACT:

Faizan Faruq,
FFaruq@everyaction.com

COST:

Contact for pricing, let them know if you are a State Voices partner.

CREATED:

2015

PURPOSE:

Platform for Online Advocacy, Actions, Donations, and Social Network integration.

SUPPORT:

Regular webinars, e-course, guides, support tickets.

SIMILAR TOOLS:

Salesforce, Oracle

PROS:

- NGPVAN has progressive values, and has a great track record of working with State Voices for over a decade.
 - Twitter and Facebook integration is expansive.
 - Great for individual online donations; offers ability to track foundation support.
 - Platform setup/look is similar to NGPVAN's MyCampaign, which may make it easier to learn.
-

CONS:

- None listed.

MAP THE VOTE

WEBSITE:

<https://mapthe.vote/>

CONTACT:

Sellus Wilder

COST:

Free

MONTH OF DEMO:

July 2019

CREATED:

New

PURPOSE:

MapTheVote aggregates publicly available data and provides analysis on locations that are likely to have unregistered, eligible voters living at them.

SUPPORT:

Email, FAQ, Map Tutorials.

SIMILAR TOOLS:

Unknown

PROS:

- Targets unregistered single women, POC, and youth to help them to register to vote.
 - From the website: The data that Register2Vote collects is used only to help people register and vote.
-

CONS:

- The interactive map is web-based, so you need online functionality which isn't currently available.
- Currently doesn't allow users to track what organization they are registering voters on behalf of, but an update is coming.

MOBILIZEAMERICA

WEBSITE:

<https://www.mobilizeamerica.io/>

CONTACT:

Chelsea Kammerer,
chelsea@mobilizeamerica.io

COST:

Contact Mobilize America.

MONTH OF DEMO:

October 2019

CREATED:

2017

PURPOSE:

Hub for different communication channels for online volunteer engagement.

SUPPORT:

- Intro training.
 - Organizers that provide direct client support through training and onboarding.
 - 24/7 chatbot that is accessed by Mobilize staff.
 - Provide bi-monthly check-ins depending on the contract type.
-

SIMILAR TOOLS:

MyCampaign or EveryAction (NGPVAN), Eventbrite.

PROS:

- Mobile version of the website is good.
 - A/B Testing available.
 - Organizations can add their own custom branding.
 - Tags tell volunteers what's a priority for the campaign, which drives higher conversion rates.
 - They send an email and text 24 hours prior to an event/ volunteer shift, which has reduced flake rates by about 20%. It also eliminates the need for confirmation calls.
 - 90% of people who confirm via email or text do show up to events.
 - Can collect qualitative feedback from participants.
 - Data syncs back to My Campaign.
 - Distributive organizing feature that allows volunteers to create their own events with approval from account admin.
 - Cross-promotion of events encourages volunteer engagement.
 - Pre-populates data from volunteers who may have volunteered for other events on the platform.
 - Integrates with some mobile/texting platforms.
 - Could be used to support State Voices affiliated network nationally.
 - Company works exclusively with progressive organizations.
-

CONS:

- Very similar to My Campaign, but much more built out. It doesn't seem to do much else.
- Not a hard con, but it's not an "in-text" app. Mobilize sends confirmation/reminders, but it's not meant to replace a texting platform like Hustle/Relay.
- Doesn't integrate with ActionNetwork.
- No clear firewall for 501(c)3 and 501(c)4 to prevent incidental cross-promotion.

OUTFOX AI

WEBSITE:

<https://www.outfox.ai/>

CONTACT:

Philipp Tsipman, philipp@outfox.ai

COST:

Contact Outfox.AI.

MONTH OF DEMO:

November 2019

CREATED:

2016

PURPOSE:

Outfox AI helps organizations create, buy, target, and test ads.

SUPPORT:

Unknown

SIMILAR TOOLS:

Unknown

PROS:

- Whatever language and graphics they create for the client belongs to the client.
 - Multilingual communication services and capability.
 - Create content at scale for clients. They have graphic folks, video folks, etc.
 - Big data analytics.
 - They don't own the data given to them by clients, nor do they keep it.
 - Progressive values.
-

CONS:

- None immediately visible.

PHONE2ACTION

WEBSITE:

<https://phone2action.com/>

CONTACT:

Aditya Komanduri,
akomanduri@phone2action.com

COST:

Contact Phone2Action.

MONTH OF DEMO:

July 2019

CREATED:

2012

PURPOSE:

Integrates text opt-ins, email, Twitter and Facebook, and petitions/forms for organizations doing advocacy work.

SUPPORT:

- Dedicated account manager.
 - Help desk available 24/7 and respond within 5 minutes.
-

SIMILAR TOOLS:

Unknown

PROS:

- Has a dashboard and reporting.
 - Could send data to a secure HTTP daily for us to load to VAN.
 - Great user experience, simple process to acquire.
 - One place where organizations can create campaigns for local, state, or national work via a tweet, email, or phone call.
 - Can contact multiple legislators on one phone call.
 - Can create embedded widgets to add to your website to send tweets and emails.
 - Integrates with MailChimp, Salesforce, Nation Builder, Constant Contact, and Blackbaud (at a separate cost).
-

CONS:

- Doesn't integrate with VAN.
- Perhaps it was a demo issue, but people would need to text opt-in words without any variables, as written, in order to opt-in.
- There may be limits to 501c3 organizations on the use of any advocacy tool.

REACH

WEBSITE:

<https://www.reach.vote/>

CONTACT:

Jake DeGroot, jake@reach.vote

COST:

<https://www.reach.vote/pricing/>

MONTH OF DEMO:

March 2019

CREATED:

2018 (for the Alexandria Ocasio-Cortez campaign)

PURPOSE:

Canvassing app to gather data anywhere by looking up people on the voter file.

SUPPORT:

- Offer email and phone support for admins.
 - Offer email-only support for users.
-

SIMILAR TOOLS:

Empower, OutreachCircle, OpenField

PROS:

- Allows you to search the voter file for people you might meet on the street corner, at an event, or while site based canvassing.
 - You can manually add people who aren't found on the voter file.
 - Can collect information from a person and the data can be exported and loaded into VAN by an admin.
 - Can recruit people to join a Reach campaign on the spot.
 - Simple, intuitive GUI. Graphical user interface.
 - Leaderboard could create friendly competition.
 - Easy to train on and learn.
 - Easily scalable and easy to input a lot of different data points.
 - VAN integration in progress.
 - Offline mode in progress.
-

CONS:

- Cost may be high for organizations running statewide or nationwide efforts.
- Must download the app to use.

REGISTER2VOTE

WEBSITE:

Register2Vote.org

CONTACT:

Sam Spetalnick, sam@civitech.io

COST:

Some costs related to page setup and postage.

MONTH OF DEMO:

August 2019

CREATED:

2018

PURPOSE:

With Register2Vote, volunteers can help voters enter their information into the Register2Vote system. Register2Vote takes care of as many steps as possible: providing the form to the voter, paying for the postage and return envelope. The voter simply fulfills their legal obligations by signing their original signature and sending it directly to their County Registrar.

SUPPORT:

- Ticket issues resolved within 24 hours.
 - Reporting dashboard scheduled to be available in October.
-

SIMILAR TOOLS:

Rock the Vote, vote.org, Turbo Vote

PROS:

- Unlike other tools, in the case that a voter can't register online (either because a state doesn't have online registration or limits to voters who are in the DMV database), Register2Vote mails the form to the applicant with a return envelope. As of early 2020, most competitors simply provide a pdf of the form, requiring the voter to have access to both a printer and stamps, and leading to a lower response rate.
 - Simple tool, multi-page process likely leads to higher conversion rates.
 - Tracks postage codes for follow-up.
 - Uses sms/text messaging to remind.
 - Excellent option for people to verify their registrations.
-

CONS:

- There is currently (April, 2020) no direct access to the data or reports. Data is emailed as a csv biweekly.
- No volunteer management tool available at this point.
- Website has limited information and looks outdated.

RESISTANCE LABS

WEBSITE:

<https://resistancelabs.com/>

CONTACT:

Yoni Landau,
yonil@resistancelabs.com &
Alan Hyman, alan@resistancelabs.com

COST:

Contact Resistance Labs.

MONTH OF DEMO:

July 2019

CREATED:

2017

PURPOSE:

Resistance labs is a texting firm. They offer scriptwriting, texting, reporting, etc.

SUPPORT:

Training course and guides on many topics available on the website.

SIMILAR TOOLS:

Red2Blue

PROS:

- Provides all SMS related services to their clients: script creation, texting, reporting, etc.
 - Doesn't resell lists and won't use the lists for anything except the work they've been contracted to do.
 - Progressive values.
-

CONS:

- No self-service of their tool is available, like with Hustle and GetThru. Resistance Labs has to operate the tool for contract holders.
- No VAN integration available yet.

ROCK THE VOTE

WEBSITE:

rockthevote.org

CONTACT:

Melissa Wyatt,
melissa@rockthevote.org

COST:

Based on number of applicants:

- 10,000 applicants: \$3,750
 - 25,000 applicants: \$7,500
 - 50,000 applicants: \$11,250
 - 100,000 applicants: \$18,750
 - 200,000+ applicants: \$30,000
-

MONTH OF DEMO:

April 2020

CREATED:

1990

PURPOSE:

Online Voter Registration Portal.

SUPPORT:

Provide start-up guide, FAQs, and ongoing support.

SIMILAR TOOLS:

register2vote.org, vote.org,
Turbo Vote

PROS:

- History of working with State Voices tables for over a decade.
 - A clean, simple tool.
 - Customizable branding that can be embedded in other websites.
 - Multi-page process likely leads to higher conversion rates.
 - Robust access to data that will be easy to get into VAN.
-

CONS:

- As of time of demo, gives the voter a pdf to download if they're unable to register online, rather than mailing VR form (this is a feature that can be added on at a cost).

SAP LITMOS LEARNING MANAGEMENT SYSTEM

WEBSITE:

<https://www.litmos.com/>

CONTACT:

Tyler Knop, tyler.knop@sap.com

COST:

<https://www.litmos.com/litmos-pricing>

MONTH OF DEMO:

November 2019

CREATED:

Bought by SAP in 2011.

PURPOSE:

Learning Management System (LMS),
alternative to Google Classroom.

SUPPORT:

- Onboarding training and support.
 - Dedicated account manager.
 - Video and Webinar trainings on website.
-

SIMILAR TOOLS:

Mindflash LMS, TalentLMS,
Asentia LMS

PROS:

- SOC 2 Type 1 and Type 2 compliant.
 - Open APIs.
 - Free mobile app for any device (IOS/GooglePlay).
 - Can bulk import users.
 - Robust reporting options.
 - Sleek, straightforward, and customizable tool.
 - Platform offers boost questions, which are questions emailed to students after they take their training to ensure they retain learning.
 - Ability to group attendees into cohorts and initiate communication with them inside the tool, which can be followed up with via your normal email address.
-

CONS:

- Cost can be prohibitive for some organizations.

SLACK

WEBSITE:

<https://slack.com/>

CONTACT:

<https://slack.com/get-started#/>

COST:

Free for nonprofits via:
<https://get.slack.help/hc/en-us/articles/204368833-Slack-for-Nonprofits>

MONTH OF DEMO:

No demo

CREATED:

2014

PURPOSE:

Communicate with staff, partners, funders, or vendors in channels or via direct messages.

SUPPORT:

Online library and tips, webinars.

SIMILAR TOOLS:

Unknown

PROS:

- Free for nonprofits.
 - Very easy to learn.
 - Easy to use Desktop and Phone Apps.
 - Used widely within the progressive community.
-

CONS:

- Can be difficult to find older messages.

THRUTALK

WEBSITE:

<https://www.getthru.io/thrutalk/>

CONTACT:

Sam Briggs, sam.briggs@getthru.io

COST:

5.5 ¢ per dial (roughly \$16.50 per volunteer hour).
[Bulk pre-purchase discounts available.](#)

MONTH OF DEMO:

April 2019

CREATED:

2016

PURPOSE:

Compliant Cell Dialer.

SUPPORT:

- 20 people on staff.
 - Live chat during calling hours (already available 2 PM – 9 PM EST, can schedule outside of that).
 - Help center with videos and articles.
 - Ticketing system is available 9 AM – 10 PM EST: 2 hour window to resolve critical issues but usually faster.
 - Offer ongoing personalized trainings as needed.
-

SIMILAR TOOLS:

TCN

PROS:

- Can dial cell phones. As more of the populations we work for move away from landlines being able to reach as many cell phones as possible is critical.
 - Offer dynamic scripts.
 - Impressive real time analytics.
 - VAN integration: it's currently one-way, meaning data can be pushed back into VAN, but loading lists to ThruTalk is manual process.
 - Solid tech support.
 - Easy to use/intuitive.
 - Ability to change the campaign/script while volunteers are calling.
 - Developed by field staff.
 - Device friendly.
 - Patch through calling is in beta.
 - Direct texting or sending an email from the phone call.
 - Tables/Partner staff don't have to click to approve each call.
 - Progressive values.
 - Embedding in websites.
 - Willing to work with user certification (e.g. having users take a test before getting access).
 - Open to customization. Most organizations use GetThru's iFrame code and embed directly on the existing site, which enables organizations to preserve their URLs and branding. You can also use custom logos on their regular login page.
 - Could be utilized during GOTC (on websites and in place of traditional landline calls).
-

CONS:

- c3 fundraising may take longer than other types of calls due to legal restrictions.
- Targeting is really important, because you're being charged per dial.

THRUTEXT

WEBSITE:

<https://www.getthru.io/thrutext/>

CONTACT:

Jon Warnow, jon@getthru.io

COST:

8 ¢ per text. [Bulk pre-purchase discounts available.](#)

MONTH OF DEMO:

April 2019

CREATED:

2016

PURPOSE:

Peer to Peer Texting.

SUPPORT:

- 9 am – 10 pm ET support hours.
 - 24/7 help center and free staff trainings.
-

SIMILAR TOOLS:

Hustle

PROS:

- VAN Integration: Integration is two-way, meaning a list can be pulled from VAN into ThruText and data (Survey Questions, Activist Codes, Event RSVPs, etc.) can be pushed back to VAN.
 - Multiple types of SQ's.
 - Global Questions: Great for large campaigns in states.
 - Non-binary responses for SQs.
 - Option to add canned responses.
 - Can be used for short term campaigns, since there's no yearly contract requirement.
 - GetThru as a company has values that align with State Voices. They're in support of social justice.
 - Base (non-negotiated) price is much cheaper than competitors.
 - ThruText can be used on any phone, tablet, or computer using the web. There's no need to download a native app.
 - No fee for incoming texts.
-

CONS:

- 22.5k group limit.

PUTTING IT ALL TOGETHER

Digital organizing and field organizing share many of the same principles. Ultimately, any digital organizing tool will be most effective if it is used in a thoughtful, intentional strategy.

Consider who your audience is, what messages compel them to action, how you can meet them where they are, and how you can take your audience along a ladder of engagement. Look into the tools in this guide to help increase your organization's organizing capacity and to help build momentum and engagement for your efforts.

This guide is a culmination of a year's worth of effort. Thank you to Iridane Sanchez (Deputy Director West of Data & Technology) for writing this guide, and to Angela Tombazzi (Director of Data & Technology) and Jordan DeLoach (Director of Communications) for contributing.

This guide wouldn't be possible without the insight and guidance from Alexis Anderson-Reed (Chief Executive Officer), George Christie (Director of Strategic Partnerships), Elena Langworthy (Senior Manager of Policy), the rest of the Data & Technology Department, Perry Rosenstein (member on State Voices' Board of Directors), and Nick Chedli Carter (Managing Director of 2020 Vision Ventures).

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- Marissa Liebling, Director of Policy
- Sophia Giddens, Chief Development Officer