



# STATE POLICY NETWORK

State Solutions. National Impact.

A horizontal collage of various black and white photographs showing members of the State Policy Network. The images include individuals in professional settings, group photos, and people speaking at events. One image on the left shows a book titled "American JURIS LINK".

2020 Annual Report



“Such challenges can seem impossibly immense when we look at our country from the top down. No president could resolve them, no Congress could address them. But from the bottom up, there are more opportunities to take them on.”

— Yuval Levin, *New York Times*



## A Message from the President and Board Chairman

Many Americans will look back on 2020 as a challenging year for the nation. We faced an unprecedented healthcare crisis, an economic recession with millions of job losses, shutdowns that turned main streets into ghost towns, civil unrest, and a highly contentious election that exposed growing fault lines in our society. In short, it was a year of disruption that will be felt for years to come.

When faced with disruption, we have two choices: we can fight it, and attempt to hold on to what is lost. Or, we can confront it and chart a more productive path forward. This does not mean that we accept our new reality or compromise our principles, but rather, we learn how to adapt and thrive.

Because of SPN's talented Network partners and generous supporters, we were ready for this crisis. This Network pivoted to help Americans in the areas where they needed it most, and we came out stronger as a result. Highlights of our work are summarized in this year's Annual Report.

We **accelerated multistate policy reforms** that expanded access to healthcare, education, and economic opportunity. We **connected** state leaders with one another to share strategies and strengthen their efforts. We **spurred innovation** by continuing our critical work building up new organizations and initiatives through our LaunchPad program. We invested more in **key capabilities** in the states, including the growing call for more litigation centers to fight back against government overreach. And finally, we continued our programs that **build leaders** in every state so that we are ready to take on challenges for the long term—no matter the crisis, no matter who is president, and no matter what the future has in store.

We remain dedicated to our vision of a society where all people flourish because leaders are solving problems at the state and local level. We know that it won't be politicians in DC who turn this country around. It will be individuals and communities, coming together to build movements of influence, that drive change.

That is the future, and we are building a Network ready to lead this moment and fight back against big government, regardless of what happens in Washington.



Tracie Sharp  
President and CEO, State Policy Network

A handwritten signature in black ink that reads "Tracie Sharp".



Carl Helstrom  
Board Chairman, State Policy Network

A handwritten signature in black ink that reads "Carl O. Helstrom".



## OUR VISION

State Policy Network's vision is an America where all people flourish because collaborative, entrepreneurial leaders have secured lasting social change, personal freedom, and opportunity at the **state and local level**.

## OUR MISSION

State Policy Network's mission is to catalyze thriving, durable freedom movements in every state, anchored with high-performing, independent think tanks.

## WHO WE ARE

State Policy Network is a coalition of 65 state-based organizations representing all 50 states and more than 90 national partners—all dedicated to a shared vision of freedom and prosperity for all Americans. SPN exists to make these organizations better, faster, and stronger than if each worked alone. The power of the Network is in scaling critical solutions so they spread from state to state, leading to national impact.

## WHAT WE DO

State Policy Network builds lasting, durable coalitions for change so states can be relevant and responsive to the needs of their communities—regardless of the political landscape. SPN empowers the Network to be influential voices for freedom in the states and achieve meaningful policy wins that enable all Americans to live freer, more prosperous lives.



## 2020 By the Numbers

**65**

state-based  
organizations  
across all 50 states

**90+**

national nonprofit  
partners

**\$130+**

million in state Network  
revenue\*

**\$4M**

distributed in targeted  
investments in the 50-state  
Network

**100+**

state-driven victories for  
freedom from the Network

**250**

SPN-sponsored training  
events with **1,125**  
unique attendees

**1,000**

Annual Meeting attendees  
from all **50** states

**6**

organizations in SPN's  
startup program

**173**

consistently engaged  
leaders in SPN-sponsored  
peer networks

**70,000+**

media mentions across  
the Network

**100%**

participation from state  
think tanks in SPN's  
exclusive online training  
portal

\*This figure reflects 2019 revenue due to the timing of when 2020 revenue is reported.

# The 50-State Network



"No one else is doing the work State Policy Network does...The states are where we're going to win the battle of freedom over socialism."

– Vice President Mike Pence





"SPN allows experts from across the country to come together to share knowledge and solve problems. This strengthens the ability of all of our regional groups to be effective advocates for liberty."

— Christina Sandefur, Executive Vice President,  
Goldwater Institute

"If lawmakers have any questions about where to begin, one place with answers is the State Policy Network."

— Wall Street Journal





# SPN State Partners

\*See full list of national partners at [spn.org/directory](https://spn.org/directory)



Advance Arkansas Institute  
Alabama Policy Institute  
Alaska Policy Forum  
Arkansas Policy Foundation  
Badger Institute  
Beacon Center of Tennessee  
Bluegrass Institute  
The Buckeye Institute  
Caesar Rodney Institute  
California Policy Center  
Cardinal Institute  
Cascade Policy Institute  
Center of the American Experiment  
Commonwealth Foundation for Public Policy Alternatives  
Empire Center for Public Policy  
Empower Mississippi  
Ethan Allen Institute  
Foundation for Government Accountability  
Freedom Foundation  
Freedom Foundation of Minnesota  
Frontier Institute  
Garden State Initiative  
Georgia Center for Opportunity  
Georgia Public Policy Foundation  
Goldwater Institute  
Granite Institute  
Grassroot Institute of Hawaii  
Great Plains Public Policy Institute  
Idaho Freedom Foundation  
Illinois Policy Institute  
Independence Institute  
Indiana Policy Review Foundation  
Institute for Reforming Government

The James Madison Institute  
John Locke Foundation  
Josiah Bartlett Center for Public Policy  
Kansas Policy Institute  
Libertas Institute  
MacIver Institute for Public Policy  
Mackinac Center for Public Policy  
Maine Policy Institute  
The Maryland Public Policy Institute  
Mississippi Center for Public Policy  
Montana Policy Institute  
Nevada Policy Research Institute  
Oklahoma Council of Public Affairs  
Pacific Research Institute  
Palmetto Promise Institute  
Pegasus Institute  
Pelican Institute for Public Policy  
Pioneer Institute  
Platte Institute for Economic Research  
Rhode Island Center for Freedom and Prosperity  
Rio Grande Foundation  
Roughrider Policy Center  
Show-Me Institute  
Sutherland Institute  
Tax Education Foundation of Iowa  
Texas Public Policy Foundation  
Thomas Jefferson Institute for Public Policy  
Virginia Institute for Public Policy  
Washington Policy Center  
Wisconsin Institute for Law & Liberty  
Wyoming Liberty Group  
Yankee Institute for Public Policy

## A Commitment to State Solutions That Have National Impact

■ State Policy Network is committed to the principles of **federalism**—the belief that the states serve as a critical check on the size, scope, and influence of the federal government. America's founders created the country as a federalist system to limit government power and empower communities to make the best decisions for their citizens. Americans agree—six out of 10 do not trust Washington, DC, to do what's right, and this has been an upward trend for the last several years.

We see the fruits of federalism every day in the work of the state-based organizations in the State Policy Network. State leaders are closer to local problems and better positioned to find solutions than far away bureaucrats in Washington, DC.



"I've been involved with the State Policy Network for a long time and it's a wonderful American phenomenon. The whole idea of a fabric of American states that are laboratories for policy ideas. Where good ideas get hatched. They filter up to what we do at the national level."

—**Arthur Brooks**, former president, American Enterprise Institute



"How do people flourish? They flourish locally, in their communities. We learn to live, love, and trust in our homes and neighborhoods. It's in our communities that we find work and get our education. When people are in need, it's local relationships that are most helpful."

—**Randy Hicks**, CEO, Georgia Center for Opportunity



"Change always begins in the states and then bubbles up to Washington."

—**Tarren Bragdon**, CEO, Foundation for Government Accountability

"The federal government did not create the states; the states created the federal government."

—**Ronald Reagan**

# Leading in Crisis: The Network Springs to Action to Help Americans During the Pandemic

“Amidst the unprecedented, unimaginable COVID-19 crisis, State Policy Network is having its **golden moment**, ensuring that the state-based conservative infrastructure is ready to meet these new challenges and continues to excel. There’s no question I would be lost without SPN at this moment in our nation’s history. Because of them, we are in a far better position to advance free markets and limited government.”

—CJ Szafir  
President, Institute for Reforming Government



■ 2020 began as a year like any other, with plans, events, and strategies mapped out meticulously on our calendars. Then the pandemic came along and everything changed.

The world hit “pause” as we faced a new threat to our lives and livelihoods. Millions of people lost their jobs overnight and children were sent home from school indefinitely. At every turn, governments used the crisis to take away basic American freedoms. Meanwhile, coronavirus case numbers and the death toll climbed as public health officials struggled to meet immediate needs.

Despite these challenges, Americans remained resilient, as we have always done in crises of the past. SPN Board Member Adam Meyerson described it best: “America at its best emerges right now. We see Americans taking charge as concerned citizens, such as neighbors helping neighbors, especially when expected government help is too slow to alleviate suffering. There are so many people in communities working together to find creative

solutions. In crises of the past, Americans have risen to the challenge.”

And just like that, this Network rose to the challenge. State governors and legislators needed practical, immediate solutions, and they found them in SPN’s 50-state Network.

- **State think tanks proposed more than 100 solutions** to ensure Americans had access to healthcare, students received an education, and families could financially recover.
- **At least 58 state think tanks** published recommendations for leaders in their states.
- State think tanks continue to ensure the policy solutions won in 2020 come with plans of keeping them in place permanently.



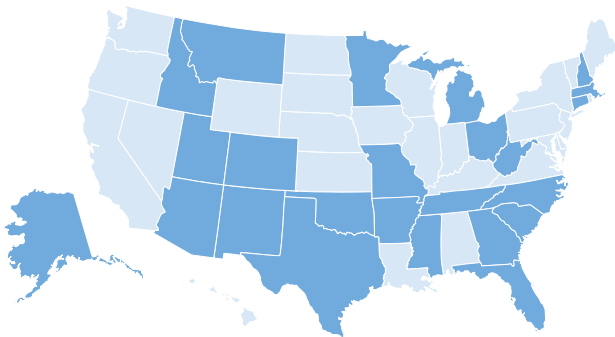
## Network Solutions Lead to More Accessible Healthcare

**“The SPN Healthcare Working Group has quietly changed the history of American healthcare.”**

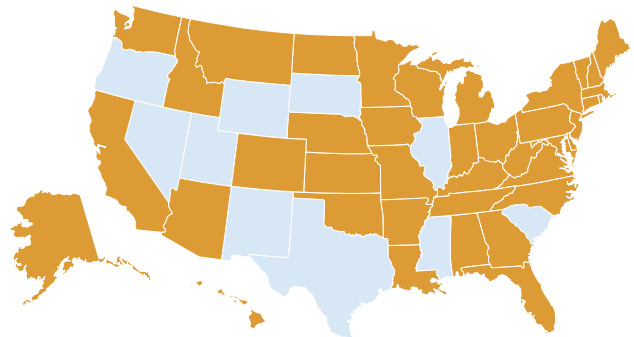
—Jameson Taylor, vice president for policy, Mississippi Center for Public Policy

■ SPN’s Healthcare Working Group—a cohort of healthcare experts from across the country—identified key reforms that would increase healthcare supply and access. Grounded in years of credible research, these ideas—such as certificate-of-need reform, scope-of-practice reform, deregulating telemedicine, and ending surprise billing—empowered state governors to enact immediate healthcare solutions.

As a result, more market-based healthcare reforms passed in the states in 17 days than in the last decade. Twenty-four states enacted reforms based on recommendations from state think tanks. This momentum spread to more than 40 states by the end of 2020.




● States that passed healthcare reform based on state think tank engagement.





● States that took executive action on healthcare based on this momentum.

# Network Solutions Save Jobs


## Blue State: New York




 New York Governor Andrew Cuomo enacted one of the Empire Center's most promising ideas to respond to the coronavirus: a pay freeze for state employees. It saved the state \$50 million over the course of 90 days.


EMPIRE  CENTER


## Red State: Tennessee


The Beacon Center of Tennessee was asked by the state's governor to provide a list of recommendations to revitalize the state's economy. Of the 27 items they proposed, 12 were adopted. This includes classifying businesses as "safe v. unsafe" rather than "essential v. nonessential" as long as they can open according to CDC guidelines.

  
**Beacon**  
CENTER OF TENNESSEE

## A Safe Return to Work: Pennsylvania



 The Commonwealth Foundation in Pennsylvania has helped local businesses reopen and navigate changing policies, giving hundreds of employees their jobs back. This includes a construction company building homes for seniors who otherwise would not have a place to live.



**COMMONWEALTH**  
FOUNDATION

# Protecting Americans from Government Overreach

■ As the pandemic and government response developed under the guise of emergency power, Americans faced violations of their civil liberties that could have long-term implications for the scope of government.

The Network served as a critical check on government throughout the pandemic, using their litigation capabilities to push back when government action went too far and failed to balance public health with economic impact.

- **The Mackinac Center Legal Foundation** won a lawsuit in Michigan's Supreme Court against the governor's use of emergency powers. The court ruled that the governor violated the state's constitution and separation of powers requirement.
- The Wisconsin Supreme Court struck down the Wisconsin governor's extension of the "Safer at Home" order. **The Wisconsin Institute for Law & Liberty** filed an amicus brief in support of the Wisconsin Legislature's original action challenging the extension of the order.
- **The Kansas Policy Institute** worked with policymakers to revise their emergency management practices, imposing a legislative check on executive power. In addition, the Kansas Justice Institute successfully challenged a Linn County order requiring businesses to keep lists of their customers and turn them over to the government upon demand.



"This important decision was long in the making, but now future COVID responses will have the benefit of including the people's representatives through the legislative process. As our state continues to face the challenges that come with COVID-19, all of the people of Michigan will have a voice in the decisions that will impact our state in the years to come."

—Patrick Wright, director, Mackinac Center Legal Foundation



## SPOTLIGHT

# Network Serves as Critical Resource to Policymakers in Washington, DC


■ Throughout the pandemic, top White House economic advisors, the vice president's office, congressional leadership, and key federal agencies looked to SPN for advice on policy solutions and stories from the states. SPN facilitated more than 140 meetings with federal policymakers and state Network leaders, giving states a greater voice and influence in federal policy.

“Once again, SPN stands out in a crowd by being a top source for what’s REALLY going on in the states. For those who want to bail out the states, beware of the sunshine and truth provided by SPN!”

—**Paul Teller**, former deputy assistant to the president  
and director of strategic initiatives for Vice President

Mike Pence





**“For some states,  
more federal  
funding would  
eclipse their  
budgets and  
make them more  
beholden to  
Washington.”**

**SPOTLIGHT**

## Saying No to More Federal Bailouts

■ In 2020, Congress debated several coronavirus bailout packages to address state budget shortfalls due to the pandemic. States needed help, and calls increased for Washington to do something.

But a closer look at each state’s unique finances revealed their situation wasn’t so black and white. Each state faced a different crisis when it came to the economic impact of the pandemic. For some states, more federal funding would eclipse their budgets and make them more beholden to Washington. For other states, such as Illinois, New York, and California, it would mean taxpayers in fiscally responsible states would have to foot the bill for their record of poor financial decisions.

State Policy Network investigated and crafted a 50-state guide to inform federal policymakers of the complexities of the state bailout decision. Armed with stories, data, and recommendations from every state, SPN informed top advisors in the vice president’s office and congressional leaders about what these federal decisions realistically mean for states.

SPOTLIGHT

## State Think Tanks in *The Wall Street Journal*

■ *The Wall Street Journal* is the No. 2 most circulated newspaper in the country and widely credited as among the most respected news outlets. From 2018–2020, *The Wall Street Journal* mentioned or published a piece from a state think tank 101 times.

**54** Citations in articles

**25** Op-eds

**19** Editorial Board citations

**3** Letters to the Editor

*“The Wall Street Journal mentioned or published a piece from a state think tank 101 times.”*



### *A Food Fight Worth Having*

The White House can force a farm-bill debate on work and food stamps.

### *Pennsylvania’s Choice ‘Escalator’*

The Legislature moves to expand credits for education scholarships.

### *Lawyers Have Rights, Too*

In 18 states, they’re forced to pay fees to politicized bar associations.

### *Virginia Is for Public-Sector Union Lovers*

Richmond Democrats are about to give public employees the ability to hold government hostage.



**70,000**

times a year state think tanks in the Network are mentioned in state and national media

THE  
WALL STREET  
JOURNAL



NATIONAL  
REVIEW





## Powerful Stories Lead to Change



### CASE 1

## Building an Engaged Audience

■ Illinois residents pay the most of all 50 states in state and local taxes. On Election Day 2020, through a proposed constitutional amendment, lawmakers asked residents to pay even more. Thanks to the Illinois Policy Institute and their ability to communicate to more than **two million voters**, citizens had the information they needed to reject the progressive tax ballot measure and forever change the political landscape in Illinois. Illinois Policy and other strategic allies on the ground worked together to defeat the governor's \$58 million advertising and lobbying campaign for the tax.

ILLINOIS  
POLICY

"If you communicate directly with people, and your information is clear and easy to understand, the issues we work on are popular among the general public. There is a huge opportunity for the Network to build on this."

—Matt Paprocki, president, Illinois Policy Institute



USA TODAY™

**Why the 2020 election is a mandate for solutions and moderation**  
*If this election mandates anything, it's a rejection of extremes in both parties.*

Carrie Conko and Erin Norman Opinion contributors  
Published 8:30 a.m. ET Nov. 23, 2020



### CASE 2

## Tracking Public Attitudes on Key Issues

■ SPN partnered with Heart+Mind Strategies, a leading market research firm, on a weekly omnibus poll with Fortune 500 companies to keep the pulse of evolving American values throughout the pandemic. These findings helped the Network stay on top of American attitudes towards critical issues and figure out how to amplify their messages for the greatest impact.

# Raising Up Leaders in Every State

## 2020 HIGHLIGHTS

**250** training events to provide professional development and share valuable intel with the Network.

**1,125** attendees from across the Network in a variety of positions and levels in their careers.

**14** peer groups came together to learn from one another in their trade and collaborate on multistate opportunities.

**1,000+** staff from the Network use SPN's member-only portal containing web trainings and resources.



"I can say with 1,000% certainty, I'm a more effective leader, a stronger advocate for our principles, and a better human being because of SPN CEO Retreats."

— **Grant Callen**, CEO, Empower Mississippi



"SPN is crucial at providing support and leadership development. If I had a question about something, I could always call SPN. The best thing SPN has done for me, however, is provide a peer network where I can bounce ideas off of like-minded people. There is nothing I value more than having one of my colleagues tell me what I need to hear, not what I want to hear. SPN helps facilitate those honest relationships."

— **Amy Oliver Cooke**, CEO, John Locke Foundation



# Building Tomorrow's Leaders

■ State Policy Network works to build leaders at all levels, cultivating talented individuals who advance freedom in the states and nationally. Among our many training opportunities, SPN offers the **Development Apprenticeship Program (DAP)** for young professionals pursuing careers in nonprofit philanthropy, and the **Generation Liberty Fellows Program (GLF)** to bring together young professionals at our Annual Meeting for exclusive training and networking opportunities.



“Being a Generation Liberty Fellow was a game-changer for me as a young professional. It gave me the opportunity to hone my team leadership and public speaking skills, which enabled me to work more effectively in my organization and take on new responsibilities early in my career. The program also allowed me to build relationships with ambitious peers in the policy world and to turn colleagues into friends. In my opinion, GLF is one of the most valuable programs in the network when it comes to professional development.”

— **Elise Amez-Droz**, program manager for healthcare, Mercatus Center at George Mason University and a 2019 SPN Generation Liberty Fellow



“I know I wouldn’t be in my current position at The Heritage Foundation without the Development Apprenticeship Program. Before DAP, I had zero fundraising experience. The program did an excellent job laying out the fundamentals of fundraising. It solidified my interest in development—after going through the program I knew this is what I wanted to do with my career.”

— **Max Morrison**, annual fund and corporate relations coordinator, The Heritage Foundation and a 2018 SPN Development Apprentice





# Launching Innovation to Solve Society's Most Pressing Problems

■ SPN has partnered with many organizations over the years, helping them become a powerful force in their state. We support organizations going from “zero to one,” as Silicon Valley entrepreneur Peter Thiel would say, having 16 organizations go through our startup program. But we know more can be done to accelerate the creation of new ideas.

The challenge with innovation is not always coming up with the idea, but rather, getting the idea off of the ground at the speed it needs to have the most impact. To that end, SPN created **LaunchPad** to accelerate the rate in which ideas are refined and turned into action. Leaders have their projects put to the test by our “Brain Trust” panel of experts (entrepreneurs, nonprofit leaders, issue specialists, and more) who work with them to refine their ideas and create tangible, actionable plans so their ideas have the best chance of success.

This productive and intense model of co-creation was inspired by and developed with our friends responsible for the annual Antigua Forum at Universidad Francisco Marroquín in Guatemala.

The pandemic required SPN to hold LaunchPad 2020 virtually and consisted of five projects. Additionally, SPN hosted the first state-based LaunchPad program with the Georgia Center for Opportunity.



“This is part of who SPN is. Once you think you’re at the top of the mountain, SPN challenges you to go higher. LaunchPad is an extension of that. I thought we were climbing the nonprofit think tank mountain, but then SPN introduced us to an even higher summit.”

—**Tarren Bragdon**, president and CEO,  
Foundation for Government Accountability



## SPOTLIGHT

### Easy Best Benefits

Foundation for Government Accountability CEO Tarren Bragdon had the bold idea of **making it easy for small businesses to provide their employees with affordable healthcare**. Less than a third of small businesses provide coverage today because of the cost and complexity of doing so. Easy Best Benefits provides low-cost, accessible healthcare for businesses to provide much-needed healthcare coverage for their employees. The program has covered more than 5,000 people and earned over \$2 million in revenue to date.

## SPOTLIGHT

### Utah Innovates

In order for states to boost economic growth and job creation, **they need to create a policy environment that supports innovation**. Especially with job losses from COVID-19, states are looking for ways to cultivate an economy that can allow small and large businesses alike to thrive. To that end, president of the Libertas Institute Connor Boyack created a regulatory framework for policymakers to allow entrepreneurs to incubate new ideas with minimal government red tape. This all-industry inclusive “regulatory sandbox” passed the Utah legislature in 2021, and other states are considering similar reforms.

## SPOTLIGHT

### American Public Servants Association

The US Supreme Court decision *Janus v. AFSCME* gave workers a voice and a choice when it comes to joining a government labor union. According to SPN-sponsored polling, the biggest obstacle most government workers face in leaving their union is a lack of viable alternatives. The Empire Center in New York talked to workers in their state and found that if given the choice, many would leave their unions if they had another option that offered similar benefits without the politics that come from government unions. To that end, Empire’s president Tim Hoefer launched American Public Servant’s Association (APSA) to **offer public employees alternative options**, including legal services, discounts, and consultation if workers want to start their own local associations. APSA launched in late 2020 with plans to scale in multiple states.



### The LaunchPad Process:



Leaders submit their next big idea to solve a critical challenge in their state.



SPN convenes LaunchPad, where leaders pitch their ideas to the Brain Trust.



Trained facilitators guide project leaders and Brain Trust members through a co-creation process over the course of two days, where ideas are challenged, tested, and strengthened.



Leaders walk away with an action plan to bring their idea to life, new connections, and potential partners. Brain Trust members and SPN staff partner with LaunchPad participants to help them establish benchmarks, measure progress, address hurdles, and stay accountable.



SPN’s LaunchPad was a 2019 finalist and a 2020 nominee for the **Gregor G. Peterson Prize in Venture Philanthropy**.



# Creating Coalitions for Freedom in Every State

■ State Policy Network began with a focus on building a Network of state think tanks in every state. Today, we work with state think tanks to build a **freedom movement** in every state, ensuring that they have the partners and capabilities on the ground to execute on their shared goals. These “allied organizations” work together to form a powerful coalition that can more effectively advance and protect freedom in the states.



“In a difficult, important state, we have stopped harmful policies and accomplished free market reforms. This is in large part because we have made it our business to build allied organizations. The genesis for our strategy came from SPN. If not for the adoption of the capacities model, we wouldn’t be winning against the most liberal government in America.”

– **Charles Mitchell**, President and CEO, Commonwealth Foundation





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# Uniting the Freedom Movement

■ SPN's Annual Meeting is the premier gathering of people who are serious about winning the battle of ideas against failed government policies for generations to come. Annual Meeting brings together more than 1,000 attendees across all 50 states to share best practices, connect with one another, and celebrate each other's victories.

## 2020 Virtual Annual Meeting by the Numbers

**1,000+** attendees from 268  
Network organizations

**30%** first-time SPN Annual  
Meeting attendees

**60%** first-time participants in a  
multiday virtual conference

**50** states represented

**400+** state think tank staff



"Though I was sad not to be able to attend Annual Meeting in-person this year due to COVID-19, I was thrilled when I heard it was going to be held virtually. SPN is like a shot in the arm for those of us in our movement! We think we're the only ones fighting so hard in our state, only to learn there are hundreds of others just like us."

—**Savanna Cornibe**,  
government affairs  
manager, Commonwealth  
Foundation

"Even with COVID-19 forcing Annual Meeting to go virtual, I was able to expand my policy knowledge, connect with colleagues and old acquaintances, and learn professional development skills that will help me throughout the year."

—**Brad Weisenstein**,  
editor, Illinois Policy  
Institute





## Bob Williams Awards for Outstanding Policy Achievement

■ SPN's 2020 Bob Williams Awards celebrated wins and innovative solutions that expand personal freedom and opportunity for all Americans.



### **Network Award: The SPN Healthcare Working Group on Multistate Healthcare Reform**

The Network Award recognized the leadership and success of eight state think tanks from SPN's Healthcare Working Group for their roles in accelerating lifesaving healthcare reform during the pandemic: The Buckeye Institute (OH), Foundation for Government Accountability (FL), the Goldwater Institute (AZ), The James Madison Institute (FL), Mackinac Center for Public Policy (MI), Mississippi Center for Public Policy, Oklahoma Council of Public Affairs, and Show-Me Institute (MO).

### **Most Influential Research: Alabama Policy Institute's "Healthy Citizenry, Healthy Economy, Healthy Society"**

Alabama lawmakers looked to Alabama Policy Institute's research to drive critical decisions on protecting civil liberties during the pandemic and eliminating fraud and abuse in the state's unemployment system.

### **Best Issue Campaign: Center of the American Experiment's "Back 2 Work Minnesota"**

The Center of the American Experiment was instrumental in getting Minnesota's strict, ineffective lockdown measures loosened, mobilizing more than 50,000 Minnesotans to contact their policymakers.

### **Biggest Home State Win: Yankee Institute's Coronavirus Policy Recommendations**

The Yankee Institute crafted policy recommendations to ease the economic strain of the coronavirus on Connecticut's communities. Days later, the governor adopted several of Yankee's policy suggestions to strengthen Connecticut's economy and increase job opportunities.

### **Biggest Win: Commonwealth Foundation's Criminal Justice Reforms**

The Commonwealth Foundation's multiyear efforts to advance criminal justice reform in Pennsylvania resulted in meaningful changes to its probation system and set a model for other states.



## SPOTLIGHT

# Seizing the Moment for Strategic Litigation

■ Litigation is an increasingly important strategy as more policy battles are fought in the courts, with decisions that have long-term ramifications. Today there are at least 15 state-based litigation centers, many of which are affiliated with state think tanks. As litigators file a growing number of cases, there is a need to ensure no one works in isolation or duplicates efforts.

In late 2019, SPN partnered with Federalist Society and former Goldwater Institute attorney Carrie Ann Donnell to launch an organization committed to bringing litigators together to accelerate success and collaborate on cases for national impact. **In other words, create the “SPN for Litigators.”**



“SPN has guided multiple successful startups before us, and I’m sure ours will not be the last. The processes, resources, training, and experience the SPN team generously contributed were immeasurably valuable for preparing us to launch with a firm foundation for success. Because of SPN, we have reaped the benefits from the many lessons and experiences that other free-market powerhouses have learned before us.”

— **Carrie Ann Donnell**, President, American Juris Link

[americanjurislink.org](http://americanjurislink.org)

# A Better Path Forward

■ In 2020, this Network was ready to offer solutions when Americans needed it most. The results of the 2020 elections and continued gridlock in Washington make one thing clear as we charge ahead into 2021: The states will matter more than ever in leading us through the recovery and creating a vision for a free, prosperous America. Together, we will help state reforms spread like wildfire across the country.

## SPN 2021 KEY PRIORITIES

### Lead in the Economic Recovery

Empower the Network to build a groundswell of innovative policy reform that stimulates state recovery and economic growth, moving 10 states back to pre-recession job counts by mid-2022.

### Seize the Moment for Education Reform

Improve student outcomes in America by empowering the Network's collaboration with state leaders so that 14 reforms pass to change education systems and give families more affordable opportunities.

### Make State Healthcare Reform Permanent

Work with the Network in multiple states to ensure 2020's groundbreaking reforms are permanent and will allow states to expand healthcare access, reduce costs, and provide a better experience for patients.

### Protect the Balance of Power

Ensure that no policymaker in any state oversteps their bounds or has the power to make sweeping decisions without the proper checks in place.

### Give Workers a Voice and Choice

Make sure government workers have the information and freedom they need to make decisions about union membership and that government unions are focused on serving their members rather than politics.

### Address Energy and Land Use Challenges

Work with the Network to develop a positive vision for free-market energy and land use that empowers local leaders to make the best decisions for their citizens rather than one-size-fits-all mandates from Washington, DC.

### Preserve Election Integrity

Work in the states to make the election processes fair and honest, restoring public trust and making it easy to vote and hard to cheat.

### Build Leaders for Today and Tomorrow

Continue our important work cultivating dynamic and entrepreneurial leaders who will build lasting coalitions for freedom in their states.

# SPN Leadership

## BOARD

**Theodore D. Abram**, American Institute for Full Employment  
**Lawson Bader**, DonorsTrust and Donors Capital Fund  
**Carl O. Helstrom, III (Chairman)**, The Lynde and Harry Bradley Foundation  
**John Hood**, John William Pope Foundation  
**Adam Meyerson**, Stand Together  
**Tracie J. Sharp (President)**, State Policy Network  
**Stanford D. Swim (Secretary)**, Bill of Rights Institute  
**Carrie Tynan**, Adolph Coors Foundation  
**Bridgett G. Wagner**, The Heritage Foundation  
**Elise Westhoff**, Philanthropy Roundtable  
**Thomas L. Willcox (Treasurer)**, The Roe Foundation

## LEADERSHIP TEAM



**Tracie Sharp**  
*President and CEO*



**Tony Woodlief**  
*Executive Vice President*



**Teresa Brown**  
*Vice President of Talent*



**Carrie Conko**  
*Senior Vice President of Communications*



**Lynn Harsh**  
*Vice President of Strategy*



**Kathleen O'Hearn**  
*Vice President of Policy Advancement*



**Rebecca Painter**  
*Vice President of Development*



# State Policy Network Financials

State Policy Network is a nonprofit 501(c)(3) organization funded by the generosity of our dedicated supporters. We do not receive any government funds for our activities and services. SPN is funded by individuals, foundations, corporate entities, membership fees, and events.

The information below reflects SPN's 2019 audited financials. At the time of publication, the 2020 audited financials were not yet finalized.

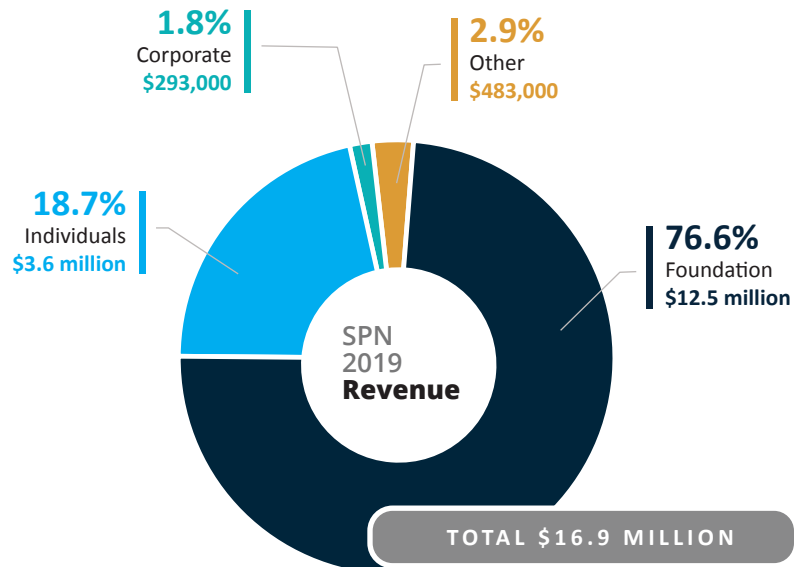
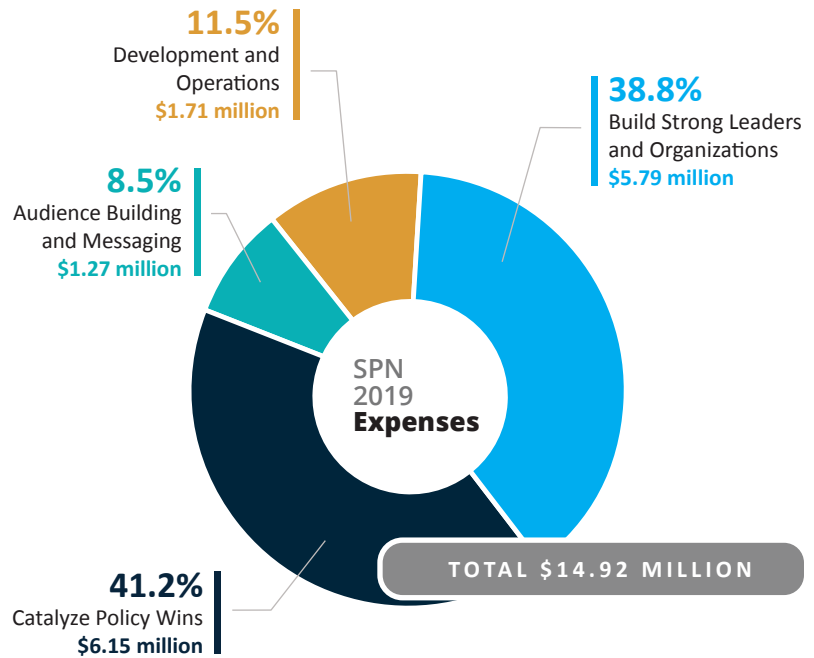
## SPN 2019 Assets and Liabilities

### ASSETS

Cash and Equivalents.....	\$5,880,011
Investments.....	\$3,140,504
Accounts Receivable.....	\$4,098
Contributions Receivable.....	\$1,691,000
Prepaid Expenses.....	\$280,506
Property and Equipment, Net.....	\$68,580
<b>Total Assets.....</b>	<b>\$11,064,699</b>

### LIABILITIES AND NET ASSETS

Liabilities.....	\$684,520
Net Assets.....	\$10,380,179
<b>Total Net Assets and Liabilities.....</b>	<b>\$11,064,699</b>



## Ways to Give



### By Mail

Checks should be made out to State Policy Network and sent to:

Attn: Tracie Sharp  
State Policy Network  
1655 N. Fort Myer Drive, Suite 360  
Arlington, VA 22209



### Online

Visit [spn.org/donate](https://spn.org/donate) to make a contribution via credit card on our secure donation page. If you would like to arrange a recurring donation by mail, please contact Victoria Bartolomeo at [victoria@spn.org](mailto:victoria@spn.org).



### Wire Transfer or Appreciated Stock

If you wish to donate via Wire Transfer or Appreciated Stock, please contact Victoria Bartolomeo at [victoria@spn.org](mailto:victoria@spn.org) to let us know that you would like to make a gift.



### Leave a Legacy

If you are interested in more information on how you can include State Policy Network in your will—or would like to explore other legacy giving options and [become charter member of the Thomas Roe Legacy Society](#)—please visit [spn.org/legacy](https://spn.org/legacy) or contact Cindy Kilduff at 703-243-1655 or [kilduff@spn.org](mailto:kilduff@spn.org).

# Stay in Touch

## Address:

State Policy Network  
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## Phone:

703-243-1655

## Email:

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spn.org/newsletters

## Web:

spn.org

## Social:



Facebook.com/StatePolicy



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