SPNNEWS

State Solutions. National Impact.









FEATURE

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Highlights from SPN's 32nd Annual Meeting

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

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NATIONAL REVIEW

BY RAY NOTHSTINE, SPN

How This Election Could Strengthen Federalism — Whoever Wins

"In this current political environment, state and local policy innovation states are often referred to as 'laboratories of democracy' — has become increasingly important. As polarization and dysfunction continue to expand, states should be inclined to chart their own destinies."





BY TONY WOODLIEF, SPN & BILL DUNCAN, SUTHERLAND INSTITUTE

How to Stop Worrying About Presidential Elections and Learn to Love Federalism

"The day-to-day proximity of local officials to those affected by their decisions not only promotes accountability but can also promote a less contentious style of decision-making. Interacting with people you have to live around is a good incentive to be careful about those interactions. It is far easier to express contempt toward or about people one will likely never meet."

THE WALL STREET JOURNAL.

BY JENNIFER BUTLER, SPN

Readers Offer Advice to Musk and Ramaswamy

"Messrs. Musk and Ramaswamy rightly emphasize cutting regulations and reducing federal staff to streamline government operations. But their approach doesn't **leverage a vital tool: federalism.** Without engaging the states, any progress made by DOGE risks being undone by future bureaucratic bloat. Granting states greater authority drives efficiency and fiscal responsibility while allowing programs to be customized to address the needs and priorities of local communities."

THE WALL STREET JOURNAL. BY KIMBERLY STRASSEL, OPINION COLLIMNIST

OPINION COLUMNIST

Joe's Last Hurrah

"Speaking of influence, the State Policy Network's Center for Practical Federalism offers its annual scorecard ranking U.S. states on their vulnerability to federal capture. States that rank high are those that put a state's operations and it's "relationship with federal agencies, in the hands of elected officials rather than unelected administrators."



LETTER FROM THE



Dear Friends.

For over a decade. SPN News has been one of the most valuable publications you receive for updates on the great work of SPN and our 50-state Network. To provide you with a better experience, you may have noticed that this issue looks a bit different. The redesigned SPN News features the same content with timely updates from the Network, with a fresh and dynamic design that better captures the inspiring work of our Network partners. I hope you enjoy the new design as much as I do.

Another change coming to SPN in 2025 is the induction of our new board chairman, Lawson Bader, president and CEO of DonorsTrust. A member of the board of directors since 2015, Lawson was unanimously elected to fill the position of board chairman following Carl Helstrom's decision to transition from chairman to Senior Advisor on the SPN team. Carl has led the SPN board as chair since 1999, and I couldn't be more thankful for his leadership and partnership all these years. You can find more details about the transition, as well as profiles of both board chairmen, in the issue.

Our 32nd Annual Meeting, held in Phoenix, Arizona this past August, welcomed over 1,500 attendees from 500 organizations in all 50 states. I was honored to share the good news about what your support has made possible, in even the most politically challenging states. We were also honored to hear from former Arizona Governor Doug Ducey, who has championed significant reforms in the state with the partnership of our Network, in particular, the Goldwater Institute. You can find more highlights in the issue.

With election changes come new opportunities to rein in the administrative state. We sat down with Tony Woodlief, SPN's senior executive vice president, to learn more about federal guidance—a dangerous tool of the administrative state used by unelected bureaucrats to skirt the legislative process—and what the Center for Practical Federalism is doing to combat it.

Our partner spotlight series continues with a look at the Mercatus Center at George Mason University. Despite their location near Washington, DC, Mercatus has taken a keen interest in our Network—providing them with the expertise and research they need to fight for freedom at home. We also caught up with Alabama Policy Institute President and CEO Stephanie Smith to learn more about the great work being done in the Yellowhammer State.

And finally, as the year comes to a close, I want to wish you and your family a safe and happy holiday season. Thanks to your support, we're ready to hit the ground running in 2025 to continue to make lasting policy change that benefits all Americans.

Take care,





An Invitation for Change

A message from **Tracie Sharp** about what this election season means for opportunity in the states

The election may be over, but the real work is just beginning. The votes have been tallied, and one thing is clear—the American people have resoundingly rejected the direction the country was heading. Thanks to you, this Network is ready to roll up our sleeves and get to work.

The results of the 2024 presidential election serve as a reminder that Americans care deeply about some of the most basic and fundamental issues, like the ability to make an honest living and support your family. The rejection of the Biden administration's federal one-size-fits-all agenda is also an invitation from the American people to forge ahead and replace these mandates with a hopeful vision for the nation's future.

Importantly, the results in the states echoed this sentiment. Many states that traditionally leaned blue in both presidential and state elections made a shift. Even in liberal California, voters rejected progressive ballot measures on rent control and the minimum wage. In Michigan, they flipped the state House, breaking the blue trifecta created in 2022.

There is palpable energy around a return to American values and the principles that made the nation prosperous. Thanks to you, this Network has led the charge in the states for the last 32 years and we are ready to seize this historic moment.

Here are just a few ways your support has equipped us to seize the opportunity this election provides:

• The durable freedom infrastructure that this Network has built in the states outlasts election cycles and political shifts. I'm talking about state organizations that have built out networks of allies in key capacities, including policy research, investigative journalism, political advocacy, leadership academies,

and litigation centers. The values shift we've seen in the states over the last several years has been cemented by this infrastructure and will only strengthen with new opportunities in 2025 in key areas like education, energy, fiscal and regulatory reform, and healthcare.

- A window of opportunity has opened for federalism and greater self-governance. Through our Center for Practical Federalism, we have the opportunity to peel back federal overreach, challenge the administrative state, and equip state and local leaders to hold agency officials accountable.
- Our bench of talent in the states provides trusted advisors to local, state, and federal officials. These Network leaders have gone on to hold positions within governors' offices, state legislatures, and attorneys general offices, as well as key positions in federal agencies and the White House. SPN continues to bring state voices to Washington, DC, so lawmakers hear important lessons learned from the states that can inform federal policy.

None of this work would be possible without your generous support. Thanks to you, we are ready to hit the ground running in 2025 and take full advantage of the opportunity presented by the American people.

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SPN BOARD TRANSITION

State Policy Network Thanks Carl Helstrom for 25 Years of Leadership

The year was 1992. Carl Helstrom boarded a plane to Colorado Springs to attend State Policy Network's first Annual Meeting, hosted by the Coors Foundation, as a representative of the Atlas Economic Research Foundation, now the Atlas Network.

There were only 22 think tanks focusing on the states then. As he learned more about these scrappy organizations coalescing around a common federalist vision, Carl knew it was the start of something promising and worthwhile. He joined SPN's founder, Tom Roe, and other early idea and policy entrepreneurs who sought to build a freedom network in all 50 states.

In those early days, Carl got to know Tracie Sharp who was helping to launch Oregon's state think tank, the Cascade Policy Institute. When Tom Roe, then chairman of SPN's board, became ill in 1999, Carl became chairman and Tracie became president and CEO. Tom Roe passed away in 2000, and Carl and Tracie have worked together to carry on the mission since then.

"SPN's success over the years can be traced back to Carl's early work to restructure the organization and position us to be more effective," said Tracie. "It was the essential foundation from which SPN's uniquely valuable services and resources have helped to build this influential and growing Network."

Today there are 62 state-based think tanks and more than 100 national partners in the Network. There are over 1,000 full-time Network affiliate staff with combined revenues exceeding \$194 million per year. SPN has grown to a \$27 million organization with \$10 million in targeted investments going directly to Network partners each year.



From left to right: Lawson Bader, Tracie Sharp, and Carl Helstrom

"From the beginning, we believed in a peer-driven approach, bringing people together and enabling them to help each other to succeed, and it grew faster than we ever expected," said Carl. "Our secret sauce is collegiality. It continues to be a huge part of our success sequence. We are listening, we are not telling people what to do, and we aim to help everyone become better and stronger in the process."

Carl has been at the helm during dramatic shifts within SPN and the greater Network. Over the past 25 years, SPN has played important roles in policy reforms that have made national impact, including historic government transparency reform, the Janus Supreme Court decision that launched labor reform across the country, COVID-era healthcare reform driven by the states, and now the historic wave of K-12 education reform, tax cuts, and a revival of federalism that we've seen in the last few years.

As Carl passes the torch to newly-elected chairman Lawson Bader, he will continue to help with SPN's longstanding work with affiliate board chairmen.

66 Thank you, Carl, for your steady hand and commitment to Tom Roe's vision these last 25 years.

"Tom would be ecstatic to see SPN today. He would agree with me that we have accomplished more than we originally imagined. And, he would be excited about the future. Lawson and the SPN board are very well equipped to scale us up for even greater success in the future," said Carl.

Thank you, Carl, for your steady hand and commitment to Tom Roe's vision these last 25 years.

Lawson Bader Becomes SPN's New Board Chairman

We are honored to welcome Lawson Bader as State Policy Network's new board chairman beginning in January 2025. With decades of service and leadership within the freedom movement, his vision for advancing liberty and opportunity will undoubtedly accelerate SPN and our 50-state Network's ability to improve lives and achieve meaningful impact across the country.

Lawson Bader is president and CEO of DonorsTrust and Donors Capital Fund, where he connects some of the nation's top philanthropists to causes that fuel their passion and achieve their goals. Before joining DonorsTrust, Bader spent more than 20 years leading free-market organizations, including the Competitive Enterprise Institute and the Mercatus Center at George Mason University.

"Lawson is an innovator who has spent his career championing a long-range vision of American greatness, inspiring us all as our happy warrior," said Tracie Sharp.



Since joining the SPN board in 2015, Lawson has played a pivotal role in shaping the organization's strategy. Reflecting on SPN's growth, he notes, "Today, it's nothing like it was when we first started collaborating. What was once a small collection of entities has grown into a sophisticated Network capable of responding to the challenges of our time with precision and effectiveness," he said.

With Carl and Lawson on SPN's board, our Network has experienced tremendous growth, both in scope and influence. For example, SPN's Annual Meeting, which began with a modest gathering of a few dozen attendees in 1999, now brings together more than 1,500 individuals from across the nation. Beyond numbers, it's the sophistication and unity of the Network that truly speaks to how far we've come because of Lawson's leadership.

"Our affiliates no longer see themselves as the IV team and national groups as the varsity," he emphasized. "There's been a mindset shift—state and local organizations now recognize their ability to drive powerful change. They're leading the way and showing national groups what's possible."

This evolution has been marked by significant achievements, including cultivating prominent leaders who have gone on to key roles in government, including the governor's office and the White House. It is the role SPN and the Network have played in building out the state public interest law community to preserve freedom through the courts. It's the Network's focus on the American worker during the pandemic, on returning kids to school, getting people back to work, and protecting civil liberties. It's regional collaborations, such as the Goldwater Institute's efforts to spread telemedicine to multiple states so patients can quickly and affordably access care, that exemplify the power of collective action.

While Lawson has spent years at DC-based institutions, he sees the unlimited potential of state-level action and has helped philanthropists invest millions in the statebased infrastructure.

"The pace of change is faster at the state level, and there's a better chance of success," he explains. "It's not about waiting for Washington; it's about empowering voters, communities, and leaders to take ownership of their futures."



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As SPN prepares for the opportunities and challenges of 2025, Lawson has identified several key priorities for the board. These include navigating leadership transitions within the Network, fostering stronger boards of directors, and staying nimble on emerging issues like AI and energy policy. And the recent election results have brought new opportunities to return power from DC to the states and curb federal overreach.

"There's an entrepreneurial spirit within this community," he said. "By embracing creative destruction and focusing on real social change, we can ensure that SPN remains at the forefront of driving meaningful progress."

At the heart of Lawson's leadership is a steadfast commitment to the founding vision of Thomas Roe.

"We are the United STATES of America," he reflects. "Our affiliates embody that middle noun, championing the ideals of federalism and citizen empowerment that our founders envisioned. By fostering dialogue, mentorship, and innovation, we remain laser-focused on advancing our mission."

Thank you, Lawson, for all that you've done for the movement and SPN, and we look forward to charting the course forward.



Expand Freedom in the States, Now and for Future Generations



Building and sustaining an enduring freedom movement in every state is an ongoing endeavor, but SPN exists so that there will be champions in your state and others for decades to come, expanding on past victories and guarding against efforts to erode the liberties we secure. If this fight matters to you, please consider including SPN in your will or long-term financial plans. With your partnership, we can preserve the power of state solutions and the profound impact they have on the lives of Americans now and into the future.

There has never been a better time to join. If SPN is included in your legacy plans, please tell us! For a limited time, SPN will earn \$1,000 in matching funds thanks to a generous grant from the Roe Foundation, the family of our founder, Thomas Roe.



- Include SPN in your will or living trust
- Make us a beneficiary of your IRA, 401(k), or other retirement account
- Provide for SPN through a charitable trust

And more



To join the Thomas Roe Legacy Society and take advantage of this limited-time matching opportunity, or to learn more, please contact Nitsa loannides at (619) 244-4580 or legacy@spn.org

Learn More: SPN.org/Legacy

As a member of the Thomas Roe Legacy Society, you are entitled to special benefits, including recognition on a plaque at SPN headquarters, exclusive invitations to events, and one-on-one meetings with SPN leadership, and more.



SPN PROGRAM SPOTLIGHT

Fighting the Administrative State Through Federal Guidance

A Conversation with **Tony Woodlief**

SPN's Center for Practical Federalism was established to curb federal influence over the states. By educating the American public and policymakers on the benefits of federalism—a system of government used by America's Founders where some authority resides in the national government, but much more resides with states, communities, and the American people—the Center aims to decrease the influence of the federal government on our day-to-day lives.

In the last year, the Center has worked to combat the harmful effects of federal guidance. This unchecked form of federal rulemaking enables unelected bureaucrats to make sweeping changes to state law. The Center has taken on the crucial role of ensuring that these unelected officials honor legislative intent, and do not strangle state legislators in red tape.

We sat down with Senior Fellow Tony Woodlief to learn more about the threat federal guidances poses to state rulemaking and what the Center is doing to dismantle this illegal tool of the administrative state.

What is federal guidance, and how is it different from federal regulation?

The main difference is in the level of government oversight. Federal regulation is required by law to go through a process of notice, comment, and scrutiny. During this time, affected parties can state their concerns and agencies have to respond properly or risk litigation.

However, there was a separate lane created for "notices" from federal agencies when they were not proposing new rules, but simply clarifying an existing law—this is what is known as "federal guidance." Because this guidance is meant only to clarify, it is not subject to the same scrutiny that federal regulation is. Both the federal government and federal courts have been very clear that guidance is not binding and does not hold the same weight as law.

There is a similar process in the states, where state agencies can issue guidance, but unlike federal guidance, it only impacts one state at a time.



66 The Center has taken on the crucial role of ensuring that these unelected officials honor legislative intent, and do not strangle state legislators in red tape.

Why is the Center for Practical Federalism focusing on guidance?

In recent years, there has been a trend that's increasing in the frequency of agencies essentially making new rules while pretending that they're just clarifying an existing law. This guidance can come in several different forms, like memos, "Dear colleague" letters, or even phone calls, and many parties that are subject to guidance don't realize that it isn't binding. Because of this, state and local officials often follow it without question. If that happens, you have federal agencies getting away with substantially altering regulations or expanding regulations with absolutely no democratic oversight and no real legal recourse. This is illegal, and there's currently no penalty for agencies trying to get away with this type of rulemaking.

Is all guidance harmful?

Not at all! The majority of guidance is helpful to regulated parties because it helps them understand the law. For example, years ago, Congress passed a law requiring health insurers to provide equal coverage for medical and nonmedical care when treating mental health. In other words, whatever benefits exist in terms of pharmaceuticals or other mental health medication, the same benefits need to exist for nonmedical intervention, like behavioral counseling. Insurance companies asked for clarification on the regulation because the cost basis for pharmaceuticals and behavioral counseling, much of which can be done in a volunteer environment, isn't the same. This is a great example of legal and helpful guidance, where an agency is simply helping regulated parties abide by an existing law.

Can you give us an example of how illegal guidance can be dangerous?

Last year, joint guidance was issued from the federal Department of Education and Department of Justice that aimed at creating equality in school discipline rates across races. What they're dealing with is a legitimate problem—the suspension and expulsion rates of students are significantly different by race—but their reasoning that this is due to racism is flawed. The guidance pushes schools to equalize discipline rates, meaning that they're under pressure to look solely at the race of a child when deciding on a course of discipline. The Center for Practical Federalism is currently working to get the data on schools that have accepted this guidance and are working with partners to take a stand. One of our partners here has been the Wisconsin Institute for Law & Liberty, who created a great legal memo for school administrators, state attorneys general, and other affected parties that informs them of the guidance and all of the problems that come with it. We also partnered with them to create documents to help schools find proactive ways to address these racial differences in ways that actually help the students who are acting out.

How can federal agencies issue this guidance without any recourse?

Part of the challenge here is that you can't proactively litigate illegal guidance unless it's so poorly written that it's overtly directive. They may release guidance and say "Hey, we're just trying to tell you what we think the law means. If you're foolish enough to ignore it, who knows what will happen. Maybe we'll send in lawyers and sue you, and maybe we won't." But let's say that local officials refuse to comply with guidance they believe to be illegal, and then the federal agency tries to punish them for it—now you have a cause of action and can litigate. The Center for Practical Federalism is raising up champions among state officials who are willing to defend their communities and say no to the federal agencies overstepping their bounds. If enough people, in enough jurisdictions, across enough issues do this, it's a lot harder for the agencies to slap all the pushback down. That's why State Policy Network and the Center for Practical Federalism are uniquely situated—we're in the states, and we have a state-based Network we can tap into.

The Center had a historic win on guidance in Tennessee earlier this year. Can you tell us more about that?

Center for Practical Federalism Fellow Steve Johnson and **James Madison Institute** former Senior Vice President Sal Nuzzo were asked by Tennessee legislators to testify in front of a working group about the role of federal guidance in their state. The state had recently received guidance that seemed to mandate changes in the public school system, with the threat of pulling federal education and highway funding should they not comply. The whole thing was very fishy. So, we went in and explained that they weren't going to lose highway money because they said no to some Department of Education money—that's just wrong. In addition, we informed them that these "mandates" they didn't want to follow were simply guidance, and didn't carry the same weight as law. By the time we were done, I think they were so concerned about the lack of transparency and clarity from their own state officials they were ready to do something about it. We made several recommendations for change, most of which they adopted. The biggest one was requiring the state Department of Education to disclose all the guidance it receives from the federal government. It passed the Legislature unanimously—every Republican and Democrat voted for it. It's not a radical idea: We're just saying that the people we elect ought to be informed about what federal agencies are telling us we have to do.

Why should other states look to Tennessee as an example?

Federal agencies will continue to illegally make rules and hide them in the guidance lane, passing them off as clarifications, if state agencies continue to represent those demands as law. Whether it be out of ignorance or complicity, lawmakers are going to find that their state operations are being governed by unelected bureaucrats behaving illegally in Washington. This is just a matter of bringing all of that into the sunlight. There have been repeated attempts to force federal agencies to disclose all the guidance they issue, and they have repeatedly resisted it. Why? Because they know that some of what they're issuing amounts to illegal rulemaking. If change is going to happen it needs to come from the states.

You've mentioned that guidance reform is a bipartisan issue. Why can both parties agree in this area?

It's all a matter of transparency. People who represent us in our state ought to be aware of what the federal government is requiring that we do. Even if someone is more partisan than that, even if they don't care about transparency and just want their party to win, there's no guarantee that their party will control the White House forever. If we see this trend of illegal guidance continue, then every partisan legislator has to recognize that the opposing party will have the same illegal rulemaking power for four years at a time maybe more.

What is the *Loper Bright* decision, and how has it opened up opportunities for guidance?

Last June, the US Supreme Court handed down a decision in Loper Bright Enterprises v. Raimondo that overrules the Chevron doctrine, a precedent that enabled federal agencies to create regulations based on creative readings of Congressional statutes. Decided in 1984, *Chevron* gradually undermined representative government more and more, as federal agencies used it to justify greater authority for themselves. Now, under *Loper Bright*, agencies have less power to make regulations without explicit authorization from Congress. While this Supreme Court case is a monumental step in the right direction, the bad news is that the decision will not change federal agency behavior by itself. We have learned time and time again that freedom is not self-executing, and we must be vigilant to ensure that their ruling is implemented correctly. We know that federal agencies were violating even the loose structure established by *Chevron*, so there's no guarantee that they will follow a more restrictive law. The opportunity is that if more agencies succumb to the temptation to use guidance illegally, that gives us more examples of undemocratic and overbearing behavior. Thanks to the tools we've built, we'll be there to catch them when they do. SPN and its Network are equipped to educate state lawmakers and other elected officials to the point where they're willing to do something. One thing we know about politicians is once they see their peers doing something and being celebrated for doing it, they're all ready to follow suit.

What is the Center's long-term goal when it comes to guidance?

We are building a network of state and local officials who feel empowered to push back against federal agencies overstepping their authority. We want to make so much noise on the subject that when these agencies release illegal guidance there are so many people pushing back that the agencies can't get away with it. Agencies that use guidance to do rulemaking are basically engaged in a big bluff, and we want to inspire people to call them on it.

What's on the horizon for the Center for Practical Federalism in 2025?

We're working with SPN partner organizations in several states on policy issue campaigns related to guidance. It's still very much in the beginning stages and we will keep you informed as we make progress.



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In this series, SPN highlights leaders within our Network who are driving positive change in their states and achieving victories that serve as a model for others.



Stephanie Smith

PRESIDENT & CEO ALABAMA POLICY INSTITUTE



From the foothills of the Appalachian Mountains to the white-sand beaches of the Gulf Shores, Alabama's landscape reflects the character of its people—rooted in tradition but driven by progress and innovation. The state was the backdrop of pivotal moments in American history, including the Civil Rights Movement, and home to the legendary Tuskegee Airmen of World War II. The city of Huntsville, Alabama, known as Rocket City, USA, is the birthplace of American rocketry, developing the technology that put Americans on the moon. The state has also left its mark on American culture, inspiring iconic songs like rock n' roll band Lynyrd Skynyrd's "Sweet Home Alabama" and American songwriter Jason Isbell's "Alabama Pines," celebrating its natural beauty, Southern charm, and history.

The motto on Alabama's state seal reads, "Audemus jura nostra defendere," which translates from Latin to "We dare defend our rights." It's also inspired Alabama Policy Institute CEO Stephanie Smith to return to public policy after taking time away to do an important job: raise her seven children. "I came back to engage in the fight for our country and our founding principles," said

66 Frankly, that Education Freedom Day would not have happened without SPN's partnership, and in hindsight, even people outside of our state point to that day as the catalyst for getting that legislation passed.

Stephanie. "I told myself I would only return to work in public policy if I was part of an organization that I believed represented and defended the things I value—free enterprise, limited government, and an overarching vision that uplifts and supports families and communities." That organization was the **Alabama Policy Institute** (API).

For 35 years, the Alabama Policy Institute has been a leading voice for free markets, limited government, and empowering Alabama families. 2024 has been a banner year for API, with Stephanie at the helm. In March, Governor Kay Ivey signed into law the CHOOSE Act, allowing up to \$7,000 in state funding per student in the form of a taxcredit Education Savings Account or funds families can use to customize learning. Alabama is the 11th state to pass universal education freedom legislation. API has been advocating for education freedom since the late 1980s and moved the needle on this issue through key messaging and strategic coalitions. "This has been hands down the biggest victory for me as CEO," said Stephanie. "When I talk with individual families, foster parents, and guardians about this

legislation, they've shared how it is empowering them and giving them the agency to give their child the best education possible. We're really proud of that." Thanks to SPN supporters and a coalition of national and state partners, including Alabama Policy Institute, Americans for Prosperity, American Federation for Children, EdChoice, Yes. Every Kid., and ExcelinEd, Alabama students can access educational opportunities that set them up for success. "SPN was a huge supporter of our efforts, particularly our Alabama Education Freedom Day event in Montgomery, where policymakers, leaders, and students from a local charter school gathered at the capitol steps in support of this bill. Frankly, that Education Freedom Day would not have happened without SPN's partnership, and in hindsight, even people outside of our state point to that day as the catalyst for getting that

> legislation passed." Education freedom isn't the only issue API has tackled. In her first year as CEO in 2023, Stephanie led the API team to deliver two bipartisan tax cut bills, which eliminated the state portion of the overtime tax, led by Democrat Anthony Daniels, and the reduction of the state grocery tax, led by Republican Danny Garrett. API was part of a bipartisan coalition

led by Lieutenant Governor Will Ainsworth and served as a sounding board for lawmakers deliberating the bills. As a trusted resource for state legislators, API offers expertise and research that help inform critical decisions and drive effective policy solutions.

Policy wasn't always Stephanie's passion, nor did she envision herself as the policy advocate she is today. It was only after hearing Newt Gingrich speak during the 1994 Congressional elections when she was a college student at Auburn University that she started to develop an interest in the ideas behind political rhetoric. "For the first time, I heard how restricting government was actually increasing freedoms, something I had not heard articulated before." The more she listened to the ideas discussed on the political stage, Stephanie realized that while politicians might have an expiration date, policy can endure for generations. She would go on to dedicate her career to shaping and accelerating policies that benefit every American.

After graduation, Stephanie worked for the Fortune 500 company Regions Financial Corporation as a paralegal while earning her master's degree in public administration from the University of Alabama at Birmingham in the evenings. However, it was the government affairs side of the company that gave her the foundation to understand the importance of good policy and the power of policy engagement. "I talked my way into becoming the assistant for governmental affairs because it felt that it was missing a grassroots component that would make wonky policy ideas real for the average person," said Stephanie. She created their governmental affairs program to help citizens better understand policy and engage with their local political leaders on the issues that they cared about the most. This taught her the power of messaging and how to bring seemingly mundane topics like the state budget to the kitchen table. "When you start talking about 100s of millions of dollars, people's eyes start to glaze over. It's not what the average taxpayer deals with on a day-to-day basis. Having a messaging strategy and bringing budgetary numbers to individuals' personal understanding helps to bridge knowledge gaps and highlight what percentage increases in the state budget mean for you as the taxpayer." The more she worked, the clearer it became: Effective policy must extend beyond a top-down approach it needs compelling messaging and grassroots involvement to see it to the finish line.

After working with Regions, Stephanie joined former Alabama Governor Bob Riley as his deputy finance director. In the early 2000s, Alabama faced a financial crisis that forced the state to meticulously examine every budget line item, cutting excess and restructuring where necessary. "We actually had to fly to New York to plead with the rating

66 "Being part of the SPN Network gives you the advantage of having a pulse on what is happening in other states and the ability to compare notes and to adapt what's worked in your own state."



agencies not to downgrade the state of Alabama because we were in such a bad position financially," said Stephanie. That experience solidified Stephanie's commitment to uphold fiscally responsible policies. "My work with Governor Riley was the basis of my understanding of what being fiscally responsible actually means. Now, I can see all of the waste behind state government spending because I know what our budgets looked like when I was in charge of developing them."

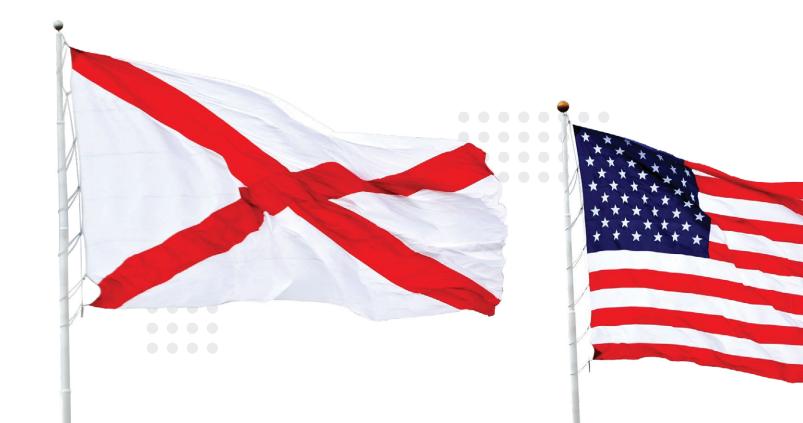
As a new Network CEO, Stephanie has found SPN's programs and CEO peer groups to be invaluable. As states like Arizona and North Carolina, which passed universal education freedom prior to Alabama, have faced challenges and defended the implementation of their education freedom programs, both have helped API map out a strategy for next year to hold legislators accountable for what they voted for and to fully fund universal education freedom. "One of the most positive things about being a part of the SPN CEO peer group is having allies in every single state," said Stephanie. "They are in the game with you, trying to promote good ideas in your state as well as their own. They are very free with advice

and suggestions, but also their failures and what they might have done differently, so you can benefit from their mistakes and possibly have a better outcome. I can't tell you how helpful that is." SPN also provides resources to CEOs to support the advancement of specific policy priorities, convening working groups on healthcare, energy, and fiscal policy. As API gears up for the 2025 legislative sessions, healthcare is top of mind. API is working to advance medical price transparency reforms and expand rural healthcare by repealing burdensome certificate-ofneed laws, which require government approval before developing new medical facilities or offering certain services. "Healthcare is not my area of expertise, and the members of the SPN healthcare working group are experts and incredibly knowledgeable on healthcare policy," she said. "Being part of the SPN Network gives you the advantage of having a pulse on what is happening in other states and the ability to compare notes and to adapt what's worked in your own state."

Even with the success of the past few years, Stephanie and the API team aren't resting on their laurels. The API team has crafted a Blueprint for Alabama for 2025, mapping out key priorities for the upcoming legislative session. While Alabama is a red state with a Republican supermajority, there is risk of complacency and government officials

valuing political affiliation over principles. "There has been a shift in mentality that spending is good as long as you are spending on the 'right' things. We really need to ask ourselves what the proper role of government is and whether this is something that the government should be funding. Even the most well-intentioned policies must adhere to fiscal responsibility and accountability." Implementation of the CHOOSE Act is also a top priority, as well as ensuring that the funding is in place for families to utilize.

As the American people reflect on the recent election results, Stephanie understands what is at stake. "What keeps me up at night is what we as a movement are up against. Our American institutions, our media, and even our government have strayed so far from what the Founders had envisioned that it can sometimes feel like an uphill battle trying to right the ship," said Stephanie. Despite the challenges, she's also hopeful for what is to come. "As a mom, I have hope that a new generation of Americans will see that the chaos coming out of Washington is not going to work for them or their families. It's inspiring to see their engagement and the emerging leaders of our movement articulate a hopeful message of why we believe what we believe and why our founding American principles can still cultivate a flourishing American society."



Further. Faster. Together.

Highlights from SPN's **32nd Annual Meeting**

State leaders gather to learn from each other, strategize future wins and celebrate policy excellence

State Policy Network's inaugural Annual Meeting was held in 1992 in Colorado Springs. 19 pioneering Network leaders gathered to lay out a new vision for America – one where state policy solutions could lead to a lasting impact felt around the nation.

32 years later, SPN's Annual Meeting has become a yearly touchpoint for a thriving Network of organizations dedicated to this principle. Over 1,500 attendees from 525 organizations in all 50 states gathered in Phoenix, Arizona this past August for a week of strategy and celebration.









We were honored to have former Arizona Governor Doug Ducey join us for the opening keynote. In his tenure, Gov. Ducey was a beacon of freemarket innovation, pioneering reforms in K-12 education, healthcare, and taxes while also reducing government overhang and shrinking the state's budget. A former CEO of Cold Stone Creamery, Gov. Ducey used his business-driven experience to implement sustainable solutions in Arizona that have been replicated in several states.

In his breakfast keynote conversation, Gov. Ducey was joined by SPN senior executive vice president Tony Woodlief to talk about the impact of his governorship, as well as lessons he's learned along the way.

"People thought it was impossible to break the four-minute mile mark until Roger Bannister did it, and now thousands have replicated his success," said Governor Ducey. "Twelve states have now passed universal Education Savings Accounts, following in Arizona's footsteps. I don't think it will be long until mothers in Chicago and Los Angeles want that choice for their children too."

Despite his tremendous success, these policy wins were not, and could not be, won by the governor alone. They were part of a team effort, championed by SPN and its Network.

"I want to thank State Policy Network," said Governor Ducey on the topic of teamwork, "When you look at individual organizations, like Arizona's Goldwater Institute, so many good things happen when they partner with other groups."

Governor Ducey was also able to connect with Network leaders and supporters in private sessions to discuss key issues in their states and talk through how to ensure good policy ideas continue to spread.

CONTINUED »

By the Numbers

1,502 **Total attendees**

Organizations

States represented, plus Washington, DC, Guatemala & Canada

New young professionals from across the nation joined our **Generation Liberty Fellowship** from 21 states

Total Generation Liberty Fellowship alumni

In Sponsorships



Deploying a Durable Freedom Infrastructure in the States

SPN President and CEO Tracie Sharp also gave a keynote address where she talked about the Network's secret weapon to success – the durable freedom infrastructure. Our Network consists of 62 state-focused policy organizations working to solve problems in their states. In order to win bigger, and for the long term, many of them have formed a "durable freedom infrastructure" in the state to include different capacities (in some cases, within the organization, and in others, completely independent) that enable them to fight policy battles on all fronts. These include investigative journalism, advocacy and political outreach, litigation, leadership academies, candidate training, and voter insights. The durable freedom infrastructure is custom to each state and tailored to help firmly cement free-market policy reform for generations. These capacities don't replace the traditional think tank model, but enhance it, allowing good ideas to go further, faster.

"This is a model that we must accelerate - and model is the right word here," said Tracie during her keynote. "This is not meant to be some one-size-fits-all straitjacket, because every state is different...and every state that's done this has customized it to fit what works there."

This infrastructure has already made a powerful impact on the Network. Matthew Brouillette, President and CEO of Commonwealth Partners Chamber of Entrepreneurs, and Dave Trabert, CEO of Kansas Policy Institute, joined Tracie on the mainstage to talk about how their organizations have grown stronger thanks to this multi-tiered infrastructure.

"Opportunities multiply as they are seized," shared Dave. "Don't be afraid to go out and take it. Adjust when you need to, but don't be afraid to make mistakes."

"Why are we doing this?" asked Matt. "Why do we fight like this, why do we have a passion for it? We're fighting for people who don't have a voice and need us to win these battles. We need to speak up for those who can't speak up for themselves."

Exclusive SPN Supporter Sessions

SPN was honored to have Arizona Supreme Court Justice Clint Bolick join us for a session focused on the importance of federalism. Joined by Jim Vokal, CEO of the Platte Institute and Tony Woodlief, Senior Fellow for the Center of Practical Federalism, the trio answered questions from Network leaders about what this Network is doing to push back against government overreach in the states, and why this should be a priority for every state in the country.

"I can't say federalism is sexy, but it is topical," joked Clint. "We're so divided into red and blue, but America's founders created an idea that the states are the principal guardians of freedom in our government. We have the ability to vote with our feet and move to states that better represent us, and that

we agree with more."

Panelists discussed the Center for Practical Federalism's one-ofa-kind Federalism Scorecard that has helped our Network partners advocate for federalism-friendly

solutions on the state level. The scorecard ranks states based on their vulnerability to influence by federal agency officials. This isn't a simple measure of red states versus blue states, but rather an in-depth look into states that place authority over internal state agencies rather than unelected federal bureaucrats.

The Scorecard has helped open legislators' eyes to the level of oversight, or lack thereof, that they have in their own states. In Nebraska, for example, the Platte Institute worked with Network partners to pass a judicial deference reform act requiring courts to rely on legislative intent when interpreting a bill, not state agencies.

"The Center for Practical Federalism is not just helpful to us in the movement," said Jim. "It's invaluable to legislators as well. The Federalism Scorecard provides the incentive for states to compete and do better at federal overreach. We don't have the capacity to do this research ourselves, but the Center helps us get where we need to go."

SPN's Education Council is made up of philanthropists from around the country who are passionate about education reform and investing in SPN's state-based strategy. The Council convened during Annual Meeting for a discussion around an issue gaining momentum in the states - studentbased budgeting. This education reform replaces outdated school funding formulas with systems that focus on the unique needs of individual students. Grant Callen, Founder and CEO of Empower Mississippi, Douglas Carswell, President and CEO of Mississippi Center for Public Policy, and Justin Owen, President and CEO of the Beacon Center of Tennessee discussed how their states have reformed their education programs for the better by focusing on how education is funded. These reforms open the door for greater education freedom in the future.

For our Network partners, these sessions help them realize that they aren't alone in the fight for freedom. At Annual Meeting they connect with policy experts and peers who are working together to achieve positive policy reform.

66 For our Network partners, these sessions help them realize that they aren't alone in the fight for freedom.

"Now the state means more to me than the national government" said Opportunity Arkansas Board Member and SPN supporter Betty Jane Strong. "I feel like I can be effective at the state level."

Celebrating Policy Excellence

Our Celebration of Success Annual Dinner and Presentation is the highlight of every annual meeting. It is the premiere location for our Network partners to celebrate with colleagues across the nation the tremendous impact their work has had in their home state and the country as a whole. In addition, the dinner honors Network leaders who are paving the way to groundbreaking policy wins.

The Thomas A. Roe Award

Named after SPN's founder, the Thomas Roe Award pays tribute to those in the state public policy movement whose achievements have greatly advanced free-market philosophy, and recognizes leadership, innovation and accomplishment in public policy.

We are pleased to announce that the 2024 Thomas A. Roe Award went to Lawson Bader, CEO of DonorsTrust and incoming chairman of SPN's board of directors.

Lawson has an extensive twenty-year history as a leader in the freedom movement, ranging from the Mercatus Center at George Mason University to the Competitive Enterprise Institute, and most recently DonorsTrust. At DonorsTrust, Lawson works to connect donors with the missions and visions they most align with, allowing them to drive policy victories that matter most to them. This guidance has added more and more fuel into this Network, firing up Network partners to tackle policy challenges that were previously unthinkable.

"SPN's strength IS our ideas, values, principles, people and the durable institutions we have built and inherited," said Lawson during his acceptance speech, "We are in a moment when we all need to give of our time, talent, and our dollars to protect, defend and promote the general welfare that IS this great nation—but, more importantly, to protect, defend and promote the founding principles of this great Republic. We are, after all, the United States of America."

The Bob Williams Awards for **Outstanding Policy Achievement**

The Bob Williams Awards celebrate state policy leaders doing exceptional work to develop and disseminate credible policy research and ideas to help states implement freemarket solutions that have a national impact.

MOST INFLUENTIAL RESEARCH:

John Locke Foundation – Energy Crossroads: **Exploring North Carolina's Two Energy Futures**

In 2017, Governor Roy Cooper initiated a Clean Energy Plan that would have ballooned prices for ratepayers to achieve carbon neutrality by relying heavily on notoriously unreliable solar and wind power. To combat this, the John Locke Foundation conducted research that provided an alternative to the misguided proposals coming from the governor's office. The impact of this research has translated into tangible victories. Duke Energy has abandoned its initial plan to shoehorn in solar and wind power, and North Carolina is poised to retire coal power facilities at a sensible rate to maintain reliability and affordability while moving toward a cleaner environment.

BEST ISSUE CAMPAIGN:

Georgia Public Policy Foundation – Highlighting the Negative Effects of CON laws

For decades, special interest groups have fought back against any attempt to reform Georgia's oppressive certificate-of-need (CON) laws. The Georgia Public Policy Foundation launched a video series highlighting the negative effects of CON laws, specifically how they raise costs while restricting access. The series told the stories of individuals, like an Atlanta patient whose local hospital was closed by a health system who spent years fighting to keep out new providers, Thanks to their efforts, Georgia repealed CON laws in three significant areas.

BEST HOME STATE WIN

Pelican Institute for Public Policy - Bringing Universal School Choice to Louisiana

The Pelican Institute for Public Policy achieved a significant victory in 2024 by passing a universal Education Savings Account program. The Giving All True Opportunity to Rise (GATOR) scholarship program provides parents with additional funds to give every child the opportunity to access education that best fits their needs. Pelican's multi-year research, strategy, advocacy, and coalition building helped overcome many challenges to gain public support and the support of Louisiana's new governor, legislature, and state education board.

BIGGEST WIN FOR FREEDOM

Grassroot Institute of Hawaii - Enacting Housing Reforms and the Largest Tax Cut in State History

Hawaii is renowned as a paradise, but its high-income tax rates and severe lack of housing have skyrocketed the cost of living for residents. To address this crisis, the Grassroot Institute of Hawaii successfully promoted two landmark reforms this legislative session. The first allows the construction of affordable "missing middle" options in housing, such as accessory dwelling units and triplexes, as well as the conversion of commercial spaces into housing. Additionally, Grassroot was a key reason why state leaders passed the biggest income tax cut in state history. The reform lowers the state income tax burden for average families by almost 70% by 2031.

BEST STATE-BASED LITIGATION

Wisconsin Institute for Law & Liberty – Stopping the Biden Administration's Race-Based Business **Development Program**

The US Constitution mandates equal treatment under the law and prohibits the federal government from discriminating on race. Despite this, President Biden's Infrastructure Investment and Jobs Act established the Minority Business Development Agency Business Center Program to assist businesses based solely on the race or ethnicity of the owner. The Wisconsin Institute for Law & Liberty sued the Biden Administration on behalf of three small business owners who were denied assistance due to their race. Earlier this year, a district judge ruled that the program's design violated constitutional rights.

The Communications **Excellence Awards**

The SPN Communications Excellence Awards recognize and encourage outstanding achievements in marketing, communications and media across our 50-state Network.

BOLD BRAND BOOST AWARD Center of the American's Experiment -Day at the Fair

In 2023, Center of the American Experiment staff headed to the "great Minnesota get-together" for a day at the State Fair. Bringing their brand and an issue-specific message to the Minnesota State Fair allowed them to reach people in a unique way, both in quantity and quality. This project enabled American Experiment to increase their name recognition and raise awareness on their key policy priorities.

POWERFUL STORYTELLING AWARD Wisconsin Institute for Law & Liberty -Standing up for Wisconsin Small Businesses

The Wisconsin Institute for Law & Liberty shared the story of Jean Bahn, a grandmother and Wisconsin wedding barn owner whose livelihood is at risk because of a new law backed by alcohol interest groups. WILL filed a lawsuit on behalf of two wedding barns, changing the narrative and making it clear that real people will face real harms if the legislation passed. The story was picked up all over Wisconsin from traditional talk radio to the state's largest country music station.

EXPANDING YOUR AUDIENCE AWARD Grassroot Institute of Hawaii -**Changing Hawaii's Political Culture** by Popularizing Liberty

The Grassroot Institute of Hawaii has a goal of becoming a household name in Hawaii, as gauged by regularly reaching at least half a million of the state's 1.4 million residents each month. This would normalize the values of individual liberty, economic freedom and limited, accountable government in the state, especially among Hawaii's younger generations, and make it easier to propose policies that currently are considered to be impractical or outside the Overton Window.

THE INAUGURAL PHILANTHROPY **IMPACT AWARD**

Presented for the first time in Phoenix, the Philanthropy Impact award recognizes a development professional in the Network who has made an indispensable contribution to their organization's fundraising success and inspiring cherished partnerships with key philanthropists.

This year's recipient is **Jim Walker**, Vice President for Advancement at the Mackinac Center for Public Policy.



Jim Walker, winner of the inaugural Philanthropy Impact Award

Jim's impact at the Mackinac Center for Public Policy on the Mackinac Center's fundraising cannot be understated, but the core of this award is not about revenue—it's about building meaningful connections with supporters and partnering with them to make a difference in America. Jim's most treasured achievement is the relationships he has built with Mackinac's donors. To him, his work isn't about raising money, but rather connecting with donors on a personal level, and connecting them to the causes they care most about. By getting to know these donors, he ensures that their support is the right fit for them, not just for Mackinac.

"At Mackinac, we say that we don't want a gift if it isn't good for the donor to give it," said Jim in his acceptance speech. "Let's not think of our work as getting money from donors, but giving donors reasons to be even more generous, which will increase their hope and happiness. That is the gift we owe to them."

NATIONAL PARTNER SPOTLIGHT

The Mercatus Center is a university-based research center housed within George Mason University. For more than 40 years, Mercatus—the name is Latin for "market" has equipped students with the tools they need to understand the economic principles that allow for prosperity and human flourishing and how to apply them to realworld problems and policy issues.



In addition to its student work, Mercatus is home to dozens of economic professors and scholars who are prolific researchers, writers, and public speakers on key economic and cultural issues. Tyler Cowen, chairman of the Mercatus Center, and his colleague Alex Tabarrok run one of the most popular economics blogs, Marginal Revolution.

Mercatus Executive Director Ben Klutsey has held a number of roles in his 12 years at the organization. In his time, he has seen many changes, not just at Mercatus but across the country.

"From failings in the Iraq war to more recent failings in the COVID pandemic, there has been a loss of trust in government institutions. That loss of trust has led to a rise of illiberalism to the extent that the ideas that advance freedom are no longer as popular as they once were. So, if you look at organizations like Mercatus, we have to find alternative ways—better ways—of engaging across different audiences to show them why free markets matter."

The Center's motto, "Bridging the gap between academic ideas and real-world problems," speaks to its desire to use research to create practical solutions to the issues Americans face every day. By using different schools of thought in political economy, Mercatus has developed a framework for tackling 21st-century socioeconomic problems—like occupational licensing reform, housing reform, and regulatory reform.

Despite its location near Washington, DC, Mercatus has been a great partner to organizations in SPN's Network, enabling them to get much further together than if either had been acting alone. In 2022, Mercatus partnered with the Buckeye Institute to highlight the need for regulatory reform in Ohio.

The reforms aimed to streamline the state's regulatory framework by requiring agencies to eliminate two regulations for every new one created, which would reduce red tape and foster a more business-friendly environment. The partnership, which involved public education efforts in the form of media engagements and policy papers, leveraged Mercatus' expertise in regulatory policy in tandem with the Buckeye Institute's local knowledge. Thanks

to the two organizations, Ohio is now a more attractive place for businesses to operate.

In addition to working directly with organizations, Mercatus is a constant presence in SPN's policy working groups, collaborating with Network partners to incorporate feedback and on-the-ground information into research and make it more usable. This real-time feedback ensures that Mercatus' research is not just theoretically sound, but also actionable for policymakers looking to implement reforms that encourage economic freedom and prosperity. The expertise of Mercatus researchers, combined with the insights gathered by members of SPN's Network, has contributed to the development of tailored policy solutions that meet the needs of each individual state.

"SPN has been instrumental in building relationships with policymakers, scholars, and other key stakeholders, creating a network of scholars and advocates committed to the principles of free markets and sound policy," said Mercatus Senior Director for Policy Outreach Chris Myers. "The Network helps to sustain and amplify the impact of the Mercatus Center's work as ideas and research are shared across the states through SPN's extensive reach."

Our Network relies on organizations working together to go further, faster. Mercatus is a prime example of just how far good policy ideas can go when they are honed by leaders of multiple organizations. This dedication to collaboration is at the core of what makes State Policy Network, and our affiliates, so successful at implementing sustainable policy solutions with a lasting impact. We look forward to seeing what will come next.

• National **Partners**

Thank you to our national partners who work with us to advance freedom across the country in key areas including education, law, free speech, energy and the environment, and tax reform.

1851 Center for Constitutional Law

50CAN

Abundance Institute

Acton Institute

America's Future

America First Policy Institute

American Conservative Union

American Consumer Institute

American Council of Trustees

and Alumni

American Enterprise Institute

American Institute for **Economic Research**

American Juris Link

American Legislative Exchange Council

Americans for Fair Treatment

Americans for Prosperity

Americans for Tax Reform

Archbridge Institute

Arizona Free Enterprise Club

Arizona Liberty Network

Association of American

Educators Foundation

Atlas Network

Bill of Rights Institute

Capital Research Center

Cato Institute

Centennial Institute

Center for Education Reform

Center for Independent Employees

Center for Independent Thought

Center for Individual Rights

Center for Latino Leadership

Certell, Inc

Children's Scholarship Fund

Cicero Institute

Citizens Against Government Waste

Citizens Council for Health Freedom

Common Sense Institute

Commonwealth Partners Chamber

of Entrepreneurs

Competitive Enterprise Institute

DonorsTrust

Do No Harm

EdChoice

ExcelinEd

Federalist Society

Foundation for Individual Rights

and Expression (FIRE)

Fiscal Alliance Foundation

Forge Leadership Network

Foundation for Economic Education

Franklin News Foundation

Free the People

Free to Choose Network

Heartland Institute

Independent Institute

Independent Women's Forum

Inspired Life

Institute for Family Studies

Institute for Free Speech

Institute for Humane Studies

Institute for Justice

Institute for Policy Innovation

Institute of Economic Affairs

Instituto de Libertad Economica

Jersey 1st

Judicial Watch

Leadership Institute

Libertarian Policy Foundation

Liberty Justice Center

Louisiana Family Forum

Lucy Burns Institute

Manhattan Institute for Policy Research

Massachusetts Fiscal Alliance

Media Research Center

Mercatus Center

Middle Resolution Policy Foundation Mountain States Legal Foundation

Millennial Debt Foundation

Napa Legal Institute

National Review Institute

National Right to Work Legal

Defense & Education Foundation Inc.

National School Choice Awareness

Foundation

National Taxpayers Union Foundation

New Civil Liberties Alliance

North Carolina FreeEnterprise Foundation

Pacific Legal Foundation

People United for Privacy Foundation

Property & Environment Research

Center (PERC)

Philanthropy Roundtable

Prison Fellowship

Project 42

Reason Foundation

R Street Institute

Save Our States

Southeastern Legal Foundation

Speech First

Stand Together Trust

Steamboat Institute

Students for Liberty

Tax Foundation

The Becket Fund for Religious Liberty

The Center for Growth and Opportunity

at Utah State University

The College Fix

The Foundation for American Innovation

The Free State Foundation

The Fund for American Studies

The Heritage Foundation

The lames G. Martin Center for Academic Renewal

The Jesse Helms Center The Policy Circle

True Charity

Truth in Accounting

Upper Midwest Law Center

Young America's Foundation

Young Voices

State Affiliate Highlights

Note: Highlights are based on affiliate submissions. For real-time updates, please visit spn.org.



ALABAMA

Alabama **Policy Institute**

AlabamaPolicy.org



In 2024, **Alabama Policy Institute** successfully shepherded universal school choice legislation—a \$7,000 per child tax credit available to Alabama's K-12 parents when fully implemented—through the Alabama Legislature. API is working with the Alabama Department of Revenue to develop regulations to ensure freedom in the implementation of the program. In 2025, API plans to focus on a number of policy issues. One priority is a series of initiatives focused on regulatory reforms, improving government oversight, and bringing more transparency to the state's regulatory regime. Lawmakers and citizens must have a full understanding of the potential impacts of regulations before they are implemented. In

terms of fiscal policy, Alabama remains one of a limited number of states that has not enacted meaningful corporate or individual income tax rate reforms since 2020. API will advocate for lowering the overall tax burden on Alabama citizens and the state's job creators, allowing them to save and invest more of their hardearned dollars. API will also continue to be heavily involved in issues related to families and the well-being of all Alabamians, including policy proposals to address issues such as certificate-ofneed reform, providing protections to Alabamians based upon their biological sex, requiring parental consent for medical care, and protecting religious and ethical convictions of medical professionals.



ARIZONA

Goldwater Institute

GoldwaterInstitute.org



This past legislative session, the **Goldwater Institute** worked to pass the Right to Try for Individualized Treatments Act in four new states. Louisiana, Maryland, Mississippi, and North Carolina now offer the chance for patients diagnosed with a life-threatening or severely debilitating illness to pursue investigational individualized treatments. This brings the total to SIX states that allow patients with rare and ultra-rare illnesses to pursue the next generation of medical therapies. Rapid medical innovations have made it possible to take an individual's genetic information and create a treatment for that individual. Unfortunately, the FDA's current clinical trial process has not kept pace with innovation, keeping life-saving individualized treatments out of the hands of patients. However, under Right to Try 2.0, patients suffering from life-altering diseases can receive investigational, individualized treatments so long as they are based on the patient's genetics, their physician recommends the

treatment, the patient provides informed consent, and the facility treating them holds a Federalwide Assurance. In 2025, the Goldwater Institute will continue to capitalize on this bipartisan reform which transforms the lives of real patients and offers a chance for families to access care that they otherwise would have been arbitrarily barred from. Please reach out to the Goldwater Institute if you're interested in pursuing the Right to Try for Individualized Treatments Act in your state!





Arkansas Policy Foundation

ArkansasPolicy Foundation.org



Expanding Arkansas housing supply and affordability is the subject of a new Arkansas **Policy Foundation** report that notes several market-based reforms have occurred at state and local levels. The state constitution includes a specific reference to private property rights, and legislators have prohibited county and municipal governments from regulating "residential building design elements." But market-based reforms are occurring at the local level where task forces have identified market and regulatory barriers

to construction. These include a streamlined building permit process, inspection privatization, and expedited development cycles. Other local reforms include a change in zoning laws to allow denser neighborhoods with setback reductions, accessory dwelling units, cluster developments, duplexes, triplexes, and tiny homes. The study also notes sound monetary policy contributes to low inflation and a lower yield for the benchmark 10-year Treasury Note, which affects the popular 30-year mortgage.

Opportunity Arkansas

Opportunity Arkansas.org



Looking ahead to the 2025 legislative session, **Opportunity Arkansas** is focused on several policy initiatives to promote economic growth, protect educational freedom, and increase government accountability in the state. A top priority is comprehensive tax reform. Opportunity Arkansas will continue working toward phasing out the state's work-punishing income tax and eliminating the grocery tax, and the burdensome franchise tax that directly affects Arkansas small businesses. These measures will make Arkansas more competitive with neighboring states and reduce the cost of living for working families. In education, Opportunity Arkansas aims to streamline the administration of Education

Freedom Accounts and push for constitutional protections for education freedom and independent educational options in Arkansas. Finally, welfare reform—including child welfare reform—will also be a top priority, with the goals of reining in the state's devastatingly costly Affordable Care Act expansion, bringing back work requirements for able-bodied adults, and establishing a lifetime Medicaid time limit. Opportunity Arkansas will also advocate for stronger protections for families and policies that promote family reunification. 2023 was the high-water mark for the conservative cause in Arkansas. Opportunity Arkansas stands ready and prepared to raise the bar once again.



Pacific Research Institute

PacificResearch.org



In the wake of California's latest government green mandate that will increase gas prices by at least another 47 cents per gallon, Pacific Research **Institute** will continue educating Californians about the high costs these disastrous policies bring. PRI will release the follow up to its 2022 study Zapped!, which will show how much Californians—who already pay the nation's highest electricity rates will have to pay once the state fully implements its 100-percent renewable energy requirements in 2045. In February, Encounter Books will release the latest book from PRI President, CEO, and Thomas W. Smith Fellow in Healthcare Policy Sally Pipes. The World's Medicine Chest. The book details how efforts by Democrats and Republicans to

impose price controls on prescription drugs would have disastrous consequences for the economy and for patients. PRI will also continue educating Americans about what Governor Gavin Newsom calls "the California way," which are the bad policies emanating from Sacramento that drive up costs, grow government, hurt the economy, bust the budget, and reduce freedom. PRI's The California Left Coast Survivor's Guide, published this fall, explores this agenda that is inspiring bad policies in state capitols around the country and in Congress. The book was an Amazon.com No. 1 new release in two categories and received coverage in the Wall Street Journal, Washington Times, Detroit News, and numerous national and local radio programs.

COLORADO

Independence Institute

i2i.org



One of the goals of the **Independence Institute** is to increase government transparency. In recent years, culminating with state legislation adopted in 2024, Colorado state and local governments have decreased public access to government records and public meetings by both denying access and increasing the costs of access when disclosure is required. In the 2024 legislative session, SB24-157 was adopted, giving the Legislature exemptions from the material requirements of the Colorado Open Meetings

Act. The Independence Institute has convened a group of stakeholders to address these issues including the Colorado Press Association, the Colorado Broadcasters Association, the League of Women Voters, Common Cause, the American Civil Liberties Union, the National Reporters Committee, the Colorado Freedom of Information Act Coalition, individual investigative reporters, and legislators. The goal is to identify legislative solutions for 2025 and a list of issues to be included in statewide ballot initiatives.

CONNECTICUT

Yankee Institute for Public Policy

YankeeInstitute.org



Yankee Institute is excited to continue its fight to bring a tax credit scholarship program to the Constitution State. Momentum has been building over the past couple of sessions, and Yankee hopes to see it through in 2025. After Yankee Institute met with Governor Ned Lamont's staff in 2023, his administration introduced a bill to have Connecticut join the Nurse Licensure Compact, making it easier for healthcare professionals to work in the state, and it became law this past session. Yankee will work to extend this occupational licensure success across all industries. Although no bad policy ideas truly die in Connecticut, Yankee Institute was the leading

voice in putting the electric vehicle mandate idea to rest. Several "green" proposals will be raised this session and Yankee will push policymakers to consider all the tradeoffs during deliberations. Yankee also expects to stop proposals to implement a so-called One Fair Wage law, taxpayer dollars to pay for striking workers, and other desires of powerful labor unions in the state. The state's General Assembly will become slightly more blue after the 2024 election, with roughly 2-1 majorities for Democrats in both chambers, so Yankee will need to work hard to maintain the fiscal guardrails it spearheaded in 2017.



Caesar Rodney Institute

CaesarRodney.org



In September, the Caesar Rodney Institute proudly co-hosted its 2nd annual "Education Freedom: A Pathway to Success" event with the Americans for Prosperity Foundation. Held in Wilmington, Delaware, near some of the state's poorest-performing schools, the event drew a diverse audience of more than 100 concerned parents, educators, and community advocates, underscoring the high level of interest in the topic. The panel of speakers provided insights into the current state of education, recommended

solutions for improving academic outcomes, and highlighted the importance of parental involvement in shaping the future of education. The event sparked lively discussions among attendees and emphasized the role of education freedom in empowering parents and educators to choose the best pathways for students' success. Caesar Rodney looks forward to continuing the conversation and driving positive change for students, parents, and educators alike.



The James **Madison Institute**

JamesMadison.org



Florida's 2025 legislative session begins this March, and the goal of **The James Madison Institute** is to ensure the state remains a beacon of freedom. In higher education, the Institute favors increasing performance funding for state universities connected to a school's participation in the board of governors' annual survey assessing free speech and viewpoint diversity. At the K-12 level, the Institute is working to protect the flexibility of Florida's Personalized Education Program scholarships by lifting regulatory burdens on online providers, hybrid

schools, and other education innovations. As Florida bounces back from two major hurricanes, there is an ever-growing need for viable property insurance and housing affordability reforms. On the tech policy front, while governments across the country propose sweeping AI regulations, the path for Florida should strike a balance between oversight and innovation. The Institute's approach focuses on fostering responsible innovation while ensuring Floridians can benefit from advancing technologies without burdensome regulatory barriers.



GEORGIA

Georgia Center for Opportunity

GeorgiaOpportunity.org



As we move into the next legislative session, Georgia Center for Opportunity is focused on policies that hinder the upward mobility of those in underserved communities. In 2025 there is a unique opportunity to transform how the safety net system is delivered in our state. Through our work with state leaders, the Center has initiated an audit of the current workforce development programs in Georgia. The information collected from this audit will allow the Center to work with current administrators to address systemic flaws trapping people in poverty. Collaboration with

state officials to build a "One Door" task force will streamline safety net services, prioritize work, and move people out of poverty and government dependency. Up next on the education front is getting funding approved for the newly passed Georgia Promise Scholarship. This Education Savings Account allows low-income families in Georgia state to access school options. Finally, legislative efforts to reduce crime and restore safety and opportunity in communities struggling with high rates of violent crime are seeing momentum in Georgia and Kentucky.

Georgia **Public Policy** Foundation

GeorgiaPolicy.org



Following passage of Georgia's first Education Savings Account program last session, Georgia **Public Policy Foundation** is focused on working with the state to implement a parent-friendly program, while marketing the new option to families who are eligible. The Foundation is continuing work on housing and healthcare affordability via growing the number of houses built in the state and increasing the number of physicians. A tort reform push to limit outof-control lawsuits along with a regulatory reduction plan to decrease some of the 111,000 regulations in the state are also priorities. Finally, the Foundation will enter the second year of its Keep Georgia Working campaign, an educational campaign targeting those who have moved to

the state in the past five years with messages of what has made Georgia a great state to live and work, and why the state can't turn its back on this progress.





Grassroot Institute of Hawaii

GrassrootInstitute.org

<u>GRASSROOT</u>

One year after deadly wildfires destroyed the historic town of Lahaina, Maui, the Grassroot **Institute of Hawaii** remains heavily involved in advocating state and county policies that will expedite the town's rebuilding and recovery. Lahaina has been referred to as "the most regulated place in the state" when it comes to zoning and other land use laws, but Grassroot has been making recommendations about how to waive or reform such regulations. In addition, the upcoming 2025 state legislative session will be the first in which Hawaii lawmakers make a budget that factors in the record-breaking income tax cut implemented this past June, and Grassroot will actively work to prevent them from diluting that historic action. Already, some lawmakers and advocacy groups are grumbling that the tax cut will force the state to reduce services and keep its spending flat. Grassroot plans to suggest policies that will slash unnecessary spending and encourage lawmakers not to reverse or offset the cut with tax hikes elsewhere. Finally, Grassroot plans to continue working with county lawmakers on pressing issues such as homebuilding, permitting reform, and property tax relief—areas in which Grassroot has made considerable progress in recent years.



Idaho Freedom Foundation

IdahoFreedom.org



The **Idaho Freedom Foundation** is eager to pursue its Freedom and Family Agenda in the 2025 legislative session. This comprehensive agenda will help every Idahoan. First and foremost, the Foundation will focus on implementing universal school choice with an emphasis on granting tax credits for families and keeping alternative schooling free of government oversight. Tax relief is also a priority. Repealing the grocery tax in Idaho is a must, as the state is one of only four states fully taxing groceries. Relieving property taxes is equally important. These tax reductions will help combat the soaring costs of groceries and housing. Eliminating diversity, equity, and inclusion frameworks in higher education will be crucial to restoring a

meritocratic approach to learning and teaching. The Foundation will focus on legislation to ensure new offices and programs do not take the place of those removed. To protect Idaho against illegal immigration, the Foundation supports state laws prohibiting entry into Idaho by illegals and closing the loopholes illegals use to access welfare benefits and licensing. Where the federal government has failed, the state can act. Advancing sound money policies is also part of the agenda: Idahoans should have tax-free use of crypto, gold, and silver to protect against inflation; the practice of debanking Idahoans should be prohibited; and no central bank digital currency should be adopted. Finally, the Center will prioritize reducing Idaho's bloated budget.



Illinois Policy Institute

IllinoisPolicy.org



For the first time in history, some Illinois voters will have the chance to voice their opinion on a constitutional amendment to remedy Illinois' pension crisis. Following testimony from an **Illinois Policy Institute** analyst, the Barrington Township board unanimously approved to place a nonbinding referendum question before the township's voters. The question gauges public support for enacting "constitutional pension reform to protect workers' existing retirements and generate savings which could

provide property tax relief or be reinvested in the community." According to Institute polling commissioned by Echelon Insights, 56 percent of Illinois voters support amending the state constitution. Pension reform is both popular and a better path to addressing the unfunded liability than resorting to excessive taxation. This advisory question will put pressure on officeholders to address the pension problem without either overburdening taxpayers or hobbling government services.



Iowans for Tax Relief Foundation

TaxRelief.org



ITR Foundation is pleased to announce that former Iowa State Representative and Chair of the Ways and Means Committee Tom Sands has joined the team as senior tax fellow. Sands has extensive experience in tax policy and recently retired as president of the Iowa Taxpayers Association. Property tax reform continues to be the top concern for lowans. In preparing for the 2025 legislative session, ITR Foundation has done extensive research in property tax reform. ITR Foundation is leading the way on property tax reform by proposing a 2 percent property tax cap. This cap is a unique solution

because it actually deals with the cause of high property taxes, which is local government spending. Through policy studies and op-eds, ITR Foundation has been educating both policymakers and lowans on the tax cap. The Foundation's ITR Local initiative has also been active in educating lowans across the state on property tax reform and how property taxes work in Iowa. This past summer the Foundation also published a series of property tax "pain indexes" that demonstrate how much taxes and spending have increased in cities, counties, and school districts across Iowa.



KANSAS

Kansas Policy Institute

KansasPolicy.org



Kansas needs property tax relief. Many local elected officials are using double-digit increases in assessed valuations to sock taxpayers with unaffordable property tax hikes, causing Kansas to have some of the highest property tax rates in the nation. While Kansas Policy Institute was successful in 2021 in helping pass the Truth in Taxation Act, which forces local officials to vote on increases, more accountability is needed. KPI will advocate for the taxpayer by pushing for policies that limit the percentage of tax increases without voter approval. Kansas Policy Institute will continue its focus on enacting educational reforms that use tax dollars to fund students, not systems. KPI seeks to hold

education officials accountable by advocating for legislation requiring school districts to comply with state law or lose accreditation. KPI will continue to push for the "school board member free speech and transparency act," which seeks to amend current state law to fix the lack of communication and transparency between school board members and the school superintendent and administration. Taxpayers shouldn't be overcharged to receive public documents in Kansas Open Records Act requests. KPI is seeking legislative reform that would limit the sometimesexcessive costs charged by local governments, including cities, counties, and school districts, to provide documents for dissemination to the public.



KENTUCKY

Bluegrass Institute for **Public Policy Solutions**

BIPPS.org



Kentucky was one of three states with school choice on its ballot this election year. The **Bluegrass Institute for Public Policy Solutions** seized the opportunity created by the Amendment 2 debate to tee up future education policy advancements. Supported by its partnership with SPN and working with an independent contractor in Louisville who designs digital and graphic displays to highlight important Kentucky policy data, the Institute has created a School District Performance Tracker with a pull-down menu containing facts and trends in perpupil funding, student proficiency rates—including for low-income students—in key academic areas, teachers' salaries, and ACT scores for the state's 167 school districts with high schools. Users can download and print their school district's information as a one-pager. This tool bridges the information

gap between urban and rural school districts and will lay the groundwork for future spending and academic reforms, as well as opportunities to expand education freedom and choice. The Kentucky General Assembly plans to pass legislation in January—during the first week of its 2025 session—further reducing the commonwealth's individual income tax to 3.5 percent, a move strongly supported by the Institute. The Institute encouraged lawmakers to resist spending budget surplus dollars—resulting largely from inflation and federal Covid spending—on creating or expanding government programs and instead strengthen the state's "rainy day" fund and target "one-time spending for one-time projects." Now, Kentucky has one of the healthiest budget reserves in the nation with an economy that's growing at a record pace.

LOUISIANA

Pelican Institute for Public Policy

PelicanInstitute.org



Looking ahead to 2025, the **Pelican Institute for Public Policy** is ready to build on a banner year for Louisiana—one marked by significant victories in education freedom, regulatory reform, and transformational tax policy. Pelican's efforts in the upcoming legislative session will focus on advancing policies that bring Louisiana closer to writing its comeback story. At the forefront is the LA GATOR educational scholarship account program. Last spring, lawmakers passed the program, empowering families to access a school or educational program that fits the individual needs of their child. Pelican's focus in the spring session will be getting the LA GATOR program funded and successfully launched to fulfill the promise made to Louisiana families. Pelican's other priorities include enhancing

oversight over the state's regulatory regime and integrating workforce and social services to move the state's most vulnerable citizens from poverty and dependency to opportunity. Pelican will also continue working with the governor and lawmakers to identify state government streamlining and efficiency opportunities to provide further relief to taxpayers. Together, Pelican will also remove obstacles to growth and innovation so that businesses, entrepreneurs, and Louisiana workers can compete and thrive, reversing troubling outmigration trends that have plagued the state for far too long. Through these efforts, the Pelican Institute continues to drive a comeback story for Louisiana so each of its citizens has the opportunity to flourish.



MAINE

Maine Policy Institute

MainePolicy.org



Maine Policy Institute's goals for 2025 include injecting transparency into school curriculum, tax reform, and regulatory reform. Maine Policy seeks to require public schools to post their curriculum and learning materials online for parents and community members to examine. Another Maine Policy goal is to reduce the state's individual income tax rates at all levels of income earned. Maine also has a regulatory petition law that allows citizens to propose new regulations upon the submission of 150 signatures. Maine Policy will submit half a dozen of its own regulatory petitions to highlight the folly of allowing private

citizens to propose regulations that can severely affect the state's economy and to prompt the Legislature to reform the law.





Mackinac Center for Public Policy

Mackinac.org



Thanks to generous support, the **Mackinac Center**'s Workers for Opportunity initiative has been at the forefront of enforcing and expanding the U.S. Supreme Court's Janus decision. Digital campaigns have empowered thousands of workers to exercise their rights, contributing to a \$3.6 billion loss from union coffers that would have otherwise fueled anti-free-market causes. Meanwhile, 11 states have enacted worker protections with Mackinac's guidance, rolling back unions' entrenched advantages. Recent legislative victories in Georgia, Alabama, and Florida underscore Mackinac's effectiveness. In 2025, Mackinac has a chance to achieve policy victories nationwide, potentially

upholding the rights of millions of public-sector workers while striking major blows against publicsector union power through policies.

Workers for Opportunity is known as one of the strongest champions of transformative labor policy all over the country. Mackinac earned that reputation through more than six years of on-theground advocacy in state houses and governors' mansions all over the country, backed by more than 35 years of labor policy expertise at the Mackinac Center. Mackinac's strong partnership with State Policy Network, sister think tanks, and other like-minded organizations across the states is one of Mackinac greatest assets!



Freedom **Foundation** of Minnesota

FreedomFoundation ofMinnesota.com



The most overused adjective to describe the 2024 election was "unprecedented." It appears that after the ballots were counted in Minnesota the election results were truly unprecedented the House of Representatives tally ended with the Republicans and Democrats each with 67 legislators, a tie. That, on top of a state senate where the Democrats have a one vote advantage, means that Minnesota remains a nearly evenly divided state. The 2025 legislative session will necessitate an unusual power-sharing partnership between the two political parties. The Freedom Foundation of Minnesota is working with legislative leaders to help facilitate a new

bipartisan legislative path forward, portions of which will be unveiled at a briefing in December for newly elected policymakers. The results of the 2024 election provide the Freedom Foundation of Minnesota a unique opportunity to work alongside bipartisan leadership to put forth an agenda that will serve all Minnesotans, not an agenda that will further the deep partisan divide. If legislators remain open to policy alternatives, they can work together to solve problems and make people's lives better. Freedom Foundation looks forward to a less partisan and politically charged legislative session so businesses can grow and families can thrive.



MISSISSIPPI

Empower Mississippi

EmpowerMS.org



Empower Mississippi's campaign "Make It Make Sense" highlights the state's flawed public school accountability scores. The scores show that nearly 94 percent of public school districts were awarded a grade of C or higher, but digging deeper into the data tells a more concerning story. For example, 68 percent of school districts are below 50 percent reading proficiency, including 17 percent of A-rated districts. How does it make sense to give 94 percent of districts a rating of A, B, or C, when students are not proficient in reading or math or both? The distortion of public school performance is a disservice to taxpayers, communities, and students. Mississippians deserve an accountability model that rewards schools that perform well and sheds light on areas of shortcoming. Empower

is committed to "Making It Make Sense" when it comes to the state's accountability model. True accountability for parents and students is giving them the power to walk away if they aren't satisfied. Empower has launched Mississippi Ready to ensure that every student has the K-12 education they need to be prepared for the future. "Learning Guide Leah" with Mississippi Ready is in place to help parents navigate the options in Mississippi, but also to shine a light on the lack of availability of those options to every student in the state. Ultimately, Mississippi Ready brings together parents, business leaders, community members, and lawmakers who are all committed to expanding education opportunities for all students in Mississippi.

Mississippi Center for **Public Policy**

MSPolicy.org



Mississippi Center for Public Policy's priority in 2025 will be to deliver step two of its three-part school choice strategy for Mississippi. Having secured school funding reform so that every public school student in Mississippi now has a personalized education budget, the Center aims to ensure that each student can spend their personalized education budget at a public school of their choice. The Center is also advocating for step three in its strategy, the Mississippi Parental Choice Tax Credit for those outside the public school system. The tax credit proposal has been carefully costed to ensure its affordability. The Move Up, Mississippi! campaign is popularizing the case for change and mobilizing a movement for reform. Mississippi is hindered by a high tax

burden and restrictive red tape. The Center will work with state leaders committed to income tax reduction, providing dynamic modeling to show how the income tax can be reduced responsibly. For the first time in years, there is a credible chance that the Legislature might repeal certificate-of-need. Having taken the lead in litigating against certificate-of-need law, the Center will continue to inform policymakers about the positive impact of repeal. To counter radical ideology on campus, the Center will be working on university accreditation reform. The Center plans to hire a full-time book seller to promote its phenomenally successful illustrated children's book, What Makes America Special (sold in 41 states since July 4 launch).

MISSOURI

Show-Me Institute

ShowMeInstitute.org



The **Show-Me Institute** has several priorities for the upcoming legislative session. The first is passage of a Missouri Taxpayer Bill of Rights. Missouri's existing taxpayer protection, known as the Hancock Amendment, has been eroded over time and is no longer effective. Institute analysts have outlined the new constraints that are needed and have written a policy brief that legislators can use as a baseline. Another critical issue is expanding school choice. Missouri has fallen behind surrounding states that have significantly expanded the educational options available

to their parents and students. The Institute is determined to break through next year on issues like educational scholarships and charter schools. It's also time for Missouri to achieve open enrollment, joining the ranks of more than half the states that allow families to choose any school in the state. With the proliferation of school choice around the country, states that do not offer options to families will find themselves at a disadvantage when trying to attract businesses whose employees want to be able to send their children to schools of their choice.

MONTANA

Frontier Institute

FrontierInstitute.org



With the 2025 legislative session quickly approaching, Frontier Institute is planning to tackle some of the biggest issues Montanans are facing. In addition to supporting the successful implementation of new school choice options, Frontier aims to expand education freedom by achieving universal school choice. After championing sweeping pro-housing reforms in 2023, the next step is to transform

Montana's system of land-use regulation to secure citizens' fundamental right to use property. The separation of powers is at risk as the conflict between the Legislature and the courts intensifies. To address judicial overreach, Frontier will provide research and commentary from experts in constitutional law on sound policy solutions, as well as defend pro-freedom legislation in the courts.





NEBRASKA

Platte Institute

PlatteInstitute.org



The Platte Institute will champion several policy goals in the 2025 legislative session. First, it's long overdue for Nebraska to eliminate the inheritance tax. Nebraska is one of only five states in the nation—and the only one in the region—that still imposes this tax. Another priority is regulatory modernization. Following the passage of universal licensing recognition last year, now is the time to keep up the momentum and continue advancing

Nebraska's competitiveness with a state-style REINS Act. Finally, the team at Platte remains committed to reducing Nebraska's property tax burden by advocating for stronger spending controls as well as reforms that will generate a lower tax burden. Strengthening Nebraska's Truth in Taxation law will ensure genuine taxpayer transparency, with notifications triggered at the first dollar of any tax increase.



Garden State Initiative

GardenStateInitiative.org



Garden State Initiative is poised to address several legislative issues, as well as provide research and support on key policy areas emerging in the 2025 gubernatorial race. Following national trends, the top issues are affordability and fiscal responsibility. The theme of affordability will guide GSI in 2025, extending into the specific policies of energy, school funding, affordable housing, New Jersey Transit, and state budget management and transparency. GSI has continued to draw attention to the \$2 billion structural deficit and the spend down of New Jersey's surplus (funded by federal Covid money), which will be depleted by 2027 at the current rate of spending. GSI has emerged as

the state leader in energy policy research and will continue to provide updated data and bring attention to the real impact of the New Jersey Energy Master Plan—one of the most aggressive alternative energy initiatives in the nation. The feasibility, affordability, reliability, and safety of offshore wind projects remain at the forefront of policy discussions in New Jersey and nationally. New Jersey has also passed the most restrictive affordable housing legislation in the nation, and as the deadlines loom for implementation, GSI is at the center of coalition with other think tanks and organizations, including the New Jersey Conference of Mayors, to suggest policy revisions to the existing mandates.



NEW YORK

Empire Center for Public Policy

EmpireCenter.org



The **Empire Center**, together with the Government Justice Center, will focus on energy, constitutional amendments, regulation, healthcare, and education this legislative session. The NY HEAT Act is designed to phase out natural gas usage and cap energy expenditures at 6 percent of household incomes. If this measure passes, it will mark the beginning of the dismantling of energy markets as they currently exist. The Climate Superfund Act will retroactively impose fines on energy companies for fossil fuels produced from 2000–2018. The Cap-and-Invest program forces energy companies to purchase CO2 emission permits, adding to costs and increasing prices for consumers. Proposition 1 seeks to amend the state constitution's equal protection clause. If approved, it will spark legal challenges to New

York civil rights laws and shift key decision-making power from the Legislature to the courts. Empire's team will publish recommendations on how to rein in regulation following a comprehensive review of the special treatment granted to handpicked investors by state and federal regulators. In healthcare, a forthcoming report will detail how Medicaid's purpose has shifted from its original intent, leading to significant enrollment growth and rising program costs. To garner support for comprehensive education reform, Empire will launch a K-12SOS! Scorecard to demonstrate to parents that they are paying more than \$30,000 per student—more per pupil than any other state—for the mediocre performance of New York's K-12 system. Empire will highlight the successes of charter schools and advocate for school choice.



NORTH CAROLINA

John Locke **Foundation**

JohnLocke.org



The **John Locke Foundation** is excited for the 2025 legislative long session and is committed to bringing research acumen and award-winning journalism to the table to advocate for policy victories on behalf of taxpayers and all citizens. The Foundation will focus on several core policy goals, including backpack funding (reforming public school funding formulas), agricultural regulatory sandbox, repealing the franchise tax, and ensuring North Carolina's energy

infrastructure is well-prepared for the significant population growth and future technological needs. In addition to these targeted policy goals, there will be other initiatives to build out, such as John Locke's NC250 project, commemorating North Carolina's critical role in the American Revolution. The Foundation will also continue its seminal research in the agriculture sector by expanding its scope to include labor needs in this critical field of industry.



The Buckeye Institute

BuckeyeInstitute.org



The Buckeye Institute is defending liberty and the Constitution in court. During the 2024 US Supreme Court term, The Buckeye Institute's impact was cemented with citations and victories showing how Buckeye has "become one of the most prominent players shaping the US Supreme Court's agenda." The court extensively cited Buckeye's Culley v. Marshall brief. National Review noticed as much, writing, "Gorsuch and Sotomayor may be coming from different perspectives on the law, but both cited some of the same sources (such as an amicus brief by the free-market Buckeye Institute)." The Supreme Court also adopted arguments Buckeye advanced in its effective amicus briefs. In Corner Post, the Court agreed with Buckeye, ruling that under the Administrative Procedure Act, the sixyear statute of limitations does not accrue until

a regulation injures an individual or business. In Loper Bright, the Court heeded Buckeye's call and abandoned the Chevron doctrine, calling it "misguided" and "unworkable." In Garland, the Court agreed with Buckeye, ruling that the Bureau of Alcohol, Tobbaco, Firearms, and Explosives exceeded its authority when it turned more than 500,000 Americans into criminals. In Starbucks Corp., a unanimous Court agreed with Buckeye that the National Labor Relations Board should not get special treatment on its request for preliminary injunctions. In NRA v. Vullo, the Court agreed with Buckeye that New York's actions violated the First Amendment and degraded free speech protections. In Sheetz, the Court agreed with Buckeye, ruling that governments cannot use building and other permits to extort money from citizens.



OKLAHOMA

Oklahoma **Council of Public Affairs**

OCPAThink.org



In 2024, Oklahoma Council of Public Affairs significantly expanded its grassroots efforts, achieving remarkable success in spreading policy education and advocacy throughout Oklahoma. OCPA staff spoke at 239 civic meetings and nine radio shows and podcasts, reaching audiences from GOP and Second Amendment groups to more nontraditional venues like Kiwanis, Rotary, Lions Clubs, and local chambers of commerce. By presenting in 91 different towns, OCPA not only connected with new audiences but also became a trusted resource for policy guidance in communities across the state. This outreach has built a strong advocacy base, resulting in

numerous constituent emails to state legislators during the legislative session. As the November 2024 election approached, local groups used OCPA's Judicial Scorecard, producing mailers, ads, emails, texts, and more, allowing OCPA's message to reach tens of thousands of Oklahomans at churches, county fairs, and even on doorsteps. OCPA's transformation from a centralized think tank to an active, statewide force is evident. The team is now poised to discuss free-market policies anywhere, whether at a skeet shoot or a cow sale. OCPA will continue these speaking engagements to reach even more Oklahomans with its message.



OREGON

Cascade Policy Institute

CascadePolicy.org



The biggest policy door opened by the election of Donald Trump is the opportunity to shut down the government's war on fossil fuels, especially regarding the commercial electric grid. The Biden administration has spent four years trying to replace fossil fuel generators with wind and solar farms, but this agenda was never feasible at either the national or local level. Oregon political leaders are slowly waking up to that fact. A month before the election, Governor Tina Kotek sent a letter to the federal Bureau of Ocean Energy Management requesting that the agency delay its planned auction of offshore wind energy leases. A number of Oregon Tribal Nations had already

filed a lawsuit to stop the leasing, and virtually every organized interest group along the Oregon coast was opposed to the idea of building huge offshore wind turbines. The auction was canceled a few days later, due to the fact that three of the four likely bidders had dropped out. With the election of Donald Trump, that auction may never be revived. Oregon's electric grid relies on hydropower and fossil fuels for more than 80 percent of its reliable electric generation, and that will not change any time soon. Cascade Policy Institute looks forward to partnering with the Trump administration in promoting common sense energy policies.



Commonwealth Foundation

Commonwealth Foundation.org



Commonwealth Foundation will continue its multiyear issue campaign supporting Lifeline Scholarships, an educational opportunity account program that would help students in Pennsylvania's worst-performing schools attend alternative schools of their choice. This builds on historic school choice gains in recent years, with a record \$225 million expansion of the state's existing tax credit scholarship programs in 2023-2024. Commonwealth continues to advocate for universal school choice through a refundable tax credit program, which first passed a Senate committee in 2024. Energy policy is also a top priority, with a focus on stopping the commonwealth's participation

in the Regional Greenhouse Gas Initiative and other carbon tax schemes that would increase energy costs for everyday Pennsylvanians. Commonwealth is pushing back against Governor Josh Shapiro's proposal to impose new rules on energy production that would require a greater share of Pennsylvania's energy come from unreliable, weather-dependent sources. Commonwealth's energy policy focus, as outlined at energyvisionpa.com, emphasizes policies that advance affordability and grid reliability. In addition to education and energy, there are also opportunities to advance regulatory, welfare, and election reform, while holding the line against wasteful spending and tax increases.



SOUTH CAROLINA

Palmetto Promise Institute

PalmettoPromise.org



Since the South Carolina Supreme Court struck down the state's Education Savings Account (ESA) program on September 11, Palmetto Promise Institute has been hard at work with donors and elected leaders to chart a path forward. Because the court waited 180 days after oral arguments to issue its opinion, families were just settling into their new schools and other education providers under the ESA. The late decision left families benefiting from the program, all low- and moderate-income, stranded and heartbroken. Palmetto Promise refused to allow current ESA students to become collateral damage in the war against school choice, so it launched the Palmetto Promise ESA Families Rescue Fund with the goal of raising enough funds to keep ESA students in the schools that were serving them best. That's

when Jeff Yass stepped in. The Pennsylvania philanthropist supplied \$900,000 to the Fund to help make the families whole through the end of the year. Private schools are eating much of their costs also. Fundraising efforts continue. On the legislative front, Governor Henry McMaster, State Education Superintendent Weaver, and the leaders of the Senate and House are voicing strong support for a new ESA bill in January 2025 to address some of the court's concerns and expand the program to be universal. For Palmetto Promise, the crisis seemed like an opportune time to take another bold action: establishing a 501(c) (4). The new organization is known as Palmetto Promise Impact and will be deployed for the new legislative session beginning in January.

South Carolina Policy Council

SCPolicyCouncil.org



The South Carolina Policy Council is advancing a bold agenda for the 2025–26 legislative session that positions South Carolina as a national leader in policy reform. It's time to accelerate income tax cuts to empower South Carolinians by letting them keep more of their hard-earned money. In response to the state Supreme Court's decision to overturn South Carolina's 2023 Education Savings Account program, the Council is also prioritizing the creation of a robust program that will withstand any legal challenges. Last session progress was made in reforming South Carolina's liability system, but there is still work to be done. The Council remains focused on ensuring that small businesses are not unfairly burdened by the modified joint-and-several system that can hold them fully liable for damages even when they are only partially at fault. Additional initiatives include advocating for greater transparency in the legislative spending process and pushing for accountability and clarity in how state funds are allocated. These are just a few highlights from the Council's 2025-26 Legislative Agenda, which is available in its entirety at scpolicycouncil.org.

TENNESSEE

Beacon Center of Tennessee

BeaconTN.org



As the **Beacon Center** continues to conduct statewide polling and hold focus groups asking about the top issues affecting the state, it turns out that Tennesseans overwhelmingly favor school choice, want the government to get back to basics, and are burdened by the high cost of housing. During the 2025 legislative session, Beacon will promote reforms in all these areas, but would be remiss not to give special focus to housing reforms in the devastating aftermath of Hurricane Helene, particularly in East Tennessee. The Beacon Center is already in touch with the Tennessee Department of Environment and Conservation, having conversations about waiving certain restrictions—like permitting restrictions that could impede hurricane recovery processes. Beacon will continue prioritizing property rights reforms by pursuing public input reform and adding property tax protections already provided in 46 states. Education freedom and Education Savings Accounts are more important than ever, as there were schools in East Tennessee that were completely wiped out by the hurricane, forcing families to seek other options. As recovery efforts continue Beacon will focus on reforms that accelerate the rebuilding efforts and help Tennesseans get back to normal as soon as possible.



TEXAS

Texas Public Policy Foundation

TexasPolicy.com



With Texas' 89th legislative session just around the corner, the Texas Public Policy Foundation is ready to lead the charge on critical reforms to promote and defend liberty in the Lone Star State. TPPF's policy experts have researched dozens of items included in its Liberty Action Agenda and will work with state lawmakers on these policy proposals in the coming months. At the top of everyone's mind in Texas are substantive efforts to empower parents by expanding the range of education options open to all children. Making sure good policy crosses the finish line—from Education Savings Accounts to career development programs—is a top priority in 2025.

And TPPF will continue to push for sound policies in other areas to promote fiscal responsibility and public safety. Other top items in the Liberty Action Agenda include ending taxpayer-funded lobbying, securing the Texas border, protecting the public from violent crimes, putting the state on a pathway to eliminate property taxes, making the energy grid more reliable, increasing the affordability and accessibility of healthcare, restoring the proper mission of higher education, promoting responsible regulatory frameworks for artificial intelligence, and passing a conservative budget. Visit texaspolicy.com/laa to learn more.



Libertas Institute

Libertas.Institute



Libertas Institute is advancing policy initiatives to expand freedom in housing, education, and entrepreneurship. To address Utah's housing shortage, Libertas wants to empower property owners to build starter homes on small lots and backyard cottages. Additionally, the Institute is working to improve opportunities for farmers through agritourism-friendly zoning reforms and to reduce red tape for entrepreneurs by streamliing business permitting processes. On the education front, Libertas is focused on enhancing flexibility within the Utah Fits All (UFA) scholarship program, exploring fund rollover options and

restrictions on spending to improve program sustainability. A microschools bill to expand facility access and remove restrictive health department regulations, ensuring microschools can operate without unnecessary public-school oversight, is also in the works. Lastly, Libertas is pushing to double UFA funding to better support educational choice for Utah families. Through these reforms. Libertas Institute is committed to creating a more dynamic economy and expanding educational access and affordability, empowering Utahns to shape a freer future.



Thomas Jefferson Institute for Public Policy

ThomasJeffersonInst.org



As inflation has skyrocketed, Virginia's tax revenues have exceeded expectations by more than \$5 billion because the commonwealth's tax code is not indexed to inflation. As a result, inflation becomes a stealth tax increase that leads to surpluses, which leads to greater spending. A special study commission (heavily stacked with progressives) has been created to review the commonwealth's entire tax code. The **Thomas lefferson Institute** will be working to have indexing passed into law. The Institute will also push to end the commonwealth's car tax, which is the highest in the country, regressive, and limits reliable car ownership. The Virginia Clean Economy Act (VCEA) is forcing the closure of

carbon-based energy generation (coal and natural gas) as demand is expected to grow by 85 percent over the next 15 years. This demand is driven by the growth of data centers and the use of electric transportation and is leading to projected energy shortfalls and higher prices. Despite this trend, the General Assembly continues to push for unreliable green energy options (wind and solar) that are not dispatchable and will not be online in time to meet the near-term demand. The Institute aims to reform or repeal the VCEA to allow existing natural gas plants to remain open and for the addition of gas plants within the commonwealth's grid.

Virginia Institute for Public Policy

Virginialnstitute.org



advanced a transformative regulatory reform initiative projected to save Virginians more than a billion dollars annually. Working closely with state regulators, the Institute supported strategies to streamline regulatory code, achieving approximately a 17 percent reduction to date. The goal is a 25 percent reduction by the end of the current administration. To extend the impact

of this success, the Virginia Institute developed

model legislation enabling other states to

The Virginia Institute for Public Policy

replicate Virginia's streamlined approach. This policy, now formally adopted by the American Legislative Exchange Council, provides a framework that reduces regulatory burdens and accelerates licensure, helping states promote more competitive environments with sustainable growth. This success not only positions Virginia as a leader in economic freedom but also provides a scalable solution for states aiming to foster business-friendly policies, strengthen free enterprise, and uphold entrepreneurial values.

WASHINGTON

Freedom Foundation

FreedomFoundation.com



This summer, during the Freedom Foundation's 2nd annual Teacher Freedom Summit, the Foundation unveiled its newest initiative—the Teacher Freedom Network (TFN). Set to launch in 2025, TFN will assist freedom-loving teachers across the nation in their ongoing battle against the National Education Association and the American Federation of Teachers. This will not only provide educators the resources to fight back but will give teachers an alternative organization to join as a counter to the woke and progressive National Education Association (NEA) and American Federation of Teachers (AFT). The TFN will compete with the NEA and AFT for educators and, working with its partners, will offer competing services many educators want such as liability insurance, professional development credits, and dispute resolution services. Teachers frustrated with the direction of public education will now have a choice and a reliable partner in fighting the corrosive and woke political agenda of teachers' unions. The Freedom Foundation is on pace to exceed 40,000 public employee opt outs before year's end. This is a new high-water mark for the organization's national program to free government workers from union tyranny. On the heels of 2024's successful outreach efforts, the Freedom Foundation is doubling down in 2025 to reach out to even more public employees in the new year.

Washington **Policy Center**

WashingtonPolicy.org



The recent election created an even more challenging landscape. Washington Policy Center will hold officials accountable for the coming gas, diesel, and energy price hikes arising from the state's CO2 tax. WPC will take its messages directly to the people most affected by current policies (as well as to college student populations who are not traditionally exposed to free-market views). WPC will invite those who disagree to challenge its arguments and broaden the conversation about what is possible in the state. WPC will seek to show the links between regulations and rental and housing prices (Washington's regulatory burden is estimated to increase the cost of a median, new-construction home by \$144,000). Washington's highway and road maintenance is in a woeful state. WPC will track opportunity costs and provide recommendations to preserve

transportation infrastructure. Washington state is losing 743 farms per year. WPC will work to alleviate the burdens farmers face, including calling for the repeal of a tax that treats farm equipment like vehicles and leaves farmers facing tens of thousands of dollars of extra costs on their equipment.





WEST VIRGINIA

Cardinal Institute for West Virginia Policy

CardinalInstitute.com



In 2025, the Cardinal Institute is focusing on regulatory reform. Top issues include certificateof-need (CON) reform and universal occupational licensing recognition. Other key initiatives include the continued defense of the Hope Scholarship Education Savings Account program and laying the groundwork for the integration of social safety net and workforce services into one program through what's known as a "One Door Policy," modeled after Utah's administration of such programs. In recent years, West Virginia has passed legislation to improve both CON and occupational licensing regulations. In 2021, a

universal recognition bill passed out of the House of Delegates but unfortunately ran out of time in the Senate. In 2023, a CON reform bill was signed into law that relaxed regulatory burdens for hospitals to expand services and removed birthing centers from the CON process. While these reforms merit praise, there is plenty of room for improvement. Coming off the heels of transformational tax reform in 2023, the time is right for West Virginia to turn toward these efforts that expand opportunity for West Virginians without raising fiscal concerns.



WISCONSIN

Badger Institute

BadgerInstitute.com



The **Badger Institute**'s priorities this legislative session include education, housing, welfare, and energy reforms. In education, "decoupling" funding for private school choice and independent charters from property taxes is a necessary step toward universal backpack funding and blunting an attack on school choice. In housing, Badger supports reducing state-linked regulatory costs and permitting a "light-touch density" approach, especially in tight markets. Ending Wisconsin's near-constant practice of waiving work requirements for able-bodied adults without dependents is a Badger goal for the state's

Supplemental Nutrition Assistance Program. The Institute also aims to secure funding for the statutorily required employment training program that enables the work requirement to be imposed. Currently, such funding has been zeroed out by a governor opposed to work requirements. In energy, persuading a bipartisan legislative majority to pass a resolution supporting openness to new nuclear generation in Wisconsin, including a possible call for a feasibility study, is a first step in reversing a decades-long legacy of public sentiment opposing nuclear energy in Wisconsin.

Institute for Reforming Government

Reforming **Government.org**



Wisconsin will remain a purple state with divided government next year, although the current Democratic governor will be looking at his upcoming 2026 reelection. The Institute for **Reforming Government** will remain vigilant at pushing core priorities forward and finding wins even in divided government. While the current governor almost certainly will not sign a plan to eliminate the income tax, IRG will continue making the case for real spending cuts and tax reforms that lay the foundation for complete elimination in the near future. Having successfully enacted literacy reforms and a pilot teacher apprenticeship program in 2024, IRG will continue oversight efforts on the implementation of literacy and ensuring teacher apprenticeships are used in as many school districts as possible.

IRG will also continue working to improve school choice offerings for families in the state and help families make informed decisions when choosing schools for their children. Wisconsinites continue struggling with mental health and a lack of providers. IRG will make the case for allowing expanded access to out-of-state providers to address this problem head-on. IRG is putting together playbooks on child care and child welfare to help conservatives lead on these issues. Working with lawmakers, IRG will continue driving successful oversight of the executive branch holding bureaucrats and appointed officials accountable for taxpayers.

Wisconsin Institute for Law & Liberty

WILL-Law.org



Wisconsin Institute for Law & Liberty has the opportunity to build on recent successes and craft an agenda for the future. A top priority is changing the funding mechanism for voucher and independent charter programs, which would benefit all schools, cut property taxes, and move Wisconsin toward a more student-centric funding model. Additionally, WILL aims to improve school accountability in the Badger state. A recent report gave Wisconsin's report card system a D grade, citing difficulty in accessing relevant information. Moreover, the state Department of Public Instruction took unilateral action to lower academic standards, masking the impacts of learning loss post-Covid. WILL is developing

policy proposals that will improve data accuracy, increase legislative oversight, and create userfriendly report cards that better reflect school performance. Another key goal is reinvigorating Wisconsin's stalled regulatory reform efforts. Once a leader in this area, Wisconsin passed the REINS Act but has since fallen behind, ranking as the 13th most regulated state in the nation and among the worst in the Midwest. WILL seeks to shrink outdated and overly burdensome regulations, with a regulatory reform agenda that includes a sunset review process. Finally, WILL is renewing its efforts to increase medical price transparency and deliver an equality under the law amendment for Wisconsin voters to consider.

WYOMING

Wyoming Liberty Group

WYLiberty.org



The Wyoming Liberty Group is focused on ensuring Wyoming remains free from the risks of becoming a nuclear waste storage state. Wyoming should not be a dumping ground for out-of-state nuclear waste, which would threaten the state's environment and economic future. While Wyoming Liberty Group supports energy innovation, any energy development must prioritize local safety and long-term sustainability. The Wyoming Liberty team works closely with legislators to advocate for policies blocking nuclear waste imports and keeping Wyoming

in control of its energy future. In addition, Wyoming Liberty is monitoring policy proposals that seek to blanket Wyoming's open spaces with cost-prohibitive windmills and solar panels, only to have that power shipped out of state for the financial benefit of others. These projects threaten to litter the landscape without benefiting Wyoming residents. Any energy infrastructure built in Wyoming should serve its people and economy rather than burdening citizens with unsightly developments and high costs for the profit of outside interests.

State Affiliates

Our Network of 62 independent state think tanks plays a vital role in society by providing reliable research, analysis, and education to help lawmakers develop and advance policies that serve their communities. For more information visit **SPN.org**.

ALABAMA

Alabama Policy Institute alabamapolicy.org

ALASKA

Alaska Policy Forum alaskapolicyforum.org

ARIZONA

Goldwater Institute goldwaterinstitute.org

ARKANSAS

Arkansas Policy Foundation arkansaspolicyfoundation.org

Opportunity Arkansas OpportunityArkansas.org

CALIFORNIA

California Policy Center california policycenter.org

Pacific Research Institute pacificresearch.org

COLORADO

Independence Institute *i2i.org*

CONNECTICUT

Yankee Institute for Public Policy yankeeinstitute.org

DELAWARE

Caesar Rodney Institute caesarrodney.org

FLORIDA

Foundation for Government Accountability thefga.org

The James Madison Institute jamesmadison.org

GEORGIA

Georgia Center for Opportunity georgiaopportunity.org

Georgia Public Policy Foundation georgiapolicy.org

HAWAII

Grassroot Institute of Hawaii grassrootinstitute.org

IDAHO

Idaho Freedom Foundation idahofreedom.org

Mountain States Policy Center mountainstatespolicy.org

ILLINOIS

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KANSAS

Kansas Policy Institute kansaspolicy.org

KENTUCKY

Bluegrass Institute for Public Policy Solutions bipps.org

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MAINE

Maine Policy Institute *mainepolicy.org*

MASSACHUSETTS

Pioneer Institute pioneerinstitute.org

MICHIGAN

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MINNESOTA

Center of the American Experiment americanexperiment.org

Freedom Foundation of Minnesota freedomfoundation ofminnesota.com

MISSISSIPPI

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Mississippi Center for Public Policy mspolicy.org

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Show-Me Institute showmeinstitute.org

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Nevada Policy npri.org

NEW HAMPSHIRE

Josiah Bartlett Center for Public Policy jbartlett.org

NEW JERSEY

Garden State Initiative gardenstateinitiative.org

NEW MEXICO

Rio Grande Foundation riograndefoundation.org

NEW YORK

Empire Center empirecenter.org

NORTH CAROLINA

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OKLAHOMA

Oklahoma Council of Public Affairs ocpathink.org

OREGON

Cascade Policy Institute cascadepolicy.org

PENNSYLVANIA

Commonwealth Foundation commonwealthfoundation.org

RHODE ISLAND

Rhode Island Center for Freedom & Prosperity rifreedom.org

SOUTH CAROLINA

Palmetto Promise Institute palmettopromise.org

South Carolina Policy Council scpolicycouncil.org

SOUTH DAKOTA

Great Plains Public Policy Institute greatplainsppi.org

TENNESSEE

Beacon Center of Tennessee beacontn.org

TEXAS

Texas Public Policy Foundation texaspolicy.com

UTAH

Libertas Institute libertasutah.org

Sutherland Institute sutherlandinstitute.org

VIRGINIA

Thomas Jefferson Institute for Public Policy thomasjeffersoninst.org

Virginia Institute for Public Policy virginiainstitute.org

WASHINGTON

Freedom Foundation freedomfoundation.com

Washington Policy Center washingtonpolicy.org

WEST VIRGINIA

Cardinal Institute for West Virginia Policy cardinalinstitute.com

WISCONSIN

Badger Institute badgerinstitute.org

Institute for Reforming Government reforminggovernment.org

MacIver Institute for Public Policy maciverinstitute.com

Wisconsin Institute for Law and Liberty will-law.org

WYOMING

Wyoming Liberty Group wyliberty.org



Our Vision

State Policy Network is pursuing a vision of an America where personal freedom, innovation, opportunity, and a more peaceful society help all Americans flourish. State Policy Network was founded to support the growth of a collaborative and entrepreneurial network of state think tanks, including 62 independent state think tank affiliates, over 66 state partners in key capacities, and more than 100 national partners.

Our Mission Statement

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

Our Strategy

- Incubating organizations and accelerating their development through strategic planning, training, and coaching;
- Connecting talented state leaders so they can learn, challenge, and grow together, with the aim of cultivating state policy solutions that yield national impact; and,
- Promoting federalism and the authority states have to make decisions without federal government intrusion. This, in turn, protects the hard-fought victories of our 50-state Network.

CONTACT

√ 703-243-1655 phone 703-740-0314 fax info@spn.org email

Learn more at: SPN.org

▲ NEW ADDRESS!

• 1500 Wilson Blvd Suite 600 Arlington, VA 22209

LEADERSHIP TEAM

Tracie Sharp

President and CEO

Tony Woodlief

Senior Executive Vice President

Todd Davidson

Vice President of Programs

Lynn Harsh

Vice President of Strategy

Emily McCallister

Executive Vice President

Rebecca Painter

Senior Vice President

Other Ways to Give



BY CHECK

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

Attn: Tracie Sharp

State Policy Network 1500 Wilson Blvd, Suite 600 Arlington, VA 22209

BY CREDIT CARD

Visit 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 Zack Urevig at 219-776-9268 or by email at zurevig@spn.org.



BY WIRE TRANSFER OR BY APPRECIATED STOCK

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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 contact Nitsa loannides at 619-244-4580 or at nitsa@spn.org.







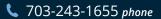


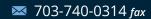
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