

## BISC'S TREE OF LIFE: ROOTING AND GROWING TOWARD 2025

This is a time of rebirth for BISC, as the organization fully transforms from a technical leader to one that leads and supports the deeper work that transforms power to truly advance a progressive agenda and meaningfully engage people in our democracy.

Our *mission* remains the same: *to strengthen democracy by implementing a national progressive strategy for ballot measures rooted in building state-based power.*

Ultimately, our *vision* - *the world we want to live in - is a world where all people are fully liberated, live with dignity, and thrive so that equity and justice prevail.*

In this 5-year framework, we step into a transformational leadership role more definitively. The planning process that led to the creation of this strategic framework revealed that many of our strategies and related objectives and tactics apply to multiple goal areas. This reflects a resilient and holistic approach to achieving our mission; at its best, our work is highly interwoven. Like a tree, this framework is rooted in our mission, organizational values and goals, and reaches toward our vision in ways that are organic, interwoven, and ever growing. Below you will find BISC's Tree of Life - the goals, strategies, objectives, and tactics that give the strategic framework life.

### CONVENING

We use our role as a convener to create collaborative spaces that contribute to building state-based power and strengthening civic engagement.

### CENTERING IMPACTED COMMUNITIES

We model and foster the centering of racial equity and directly impacted communities in every aspect of the ballot measure lifecycle.

## OUR GOALS



### CAPACITY BUILDING FOR THE FIELD

We provide and build ballot measure expertise and leadership in the progressive ecosystem.

### CHANGING CULTURE

We serve as a leader on the national and state level strategy for transformational systemic change that will build and shift power to strengthen democracy and a new progressive base.

### CONTINUITY AND GROWTH

BISC maintains and deepens its organizational health to support our long-term leadership in the field.



# STRATEGIC FRAMEWORK

## WE KNOW WE'RE SUCCESSFUL WHEN...

- BISC is the ***recognized leader*** in ballot measure expertise and strategy in the US.
- BISC ***leads the field*** and provides support for the use of ballot measures as a broader progressive national power-shifting strategy rooted in the states.
- States have the ***capacity and infrastructure*** to support long term strategy and planning.
- Ballot measures are increasingly recognized and used as a ***tool to take on structural racism and other inequities***.
- ***Meaningful engagement*** of directly impacted communities in progressive ballot initiatives increases.
- Increased percentages of ballot measures are being ***led by members of directly impacted communities***.
- Directly impacted community leaders ***co-create*** locally relevant ballot measure trainings and convenings with BISC.
- ***Quality of life*** for directly impacted communities improves in the states BISC works in as a result of the ballot measure passed.
- The field better ***anticipates the opposition*** and has a better understanding of how the ballot measure process works.
- BISC ***raises the necessary revenue*** to double the number of staff delivering program and services by 2025.
- BISC ***scales systems to support growth*** and continuity in our services and capacities.
- BISC's team ***engages in ongoing learning***, assessment, adaptation, and accountability to this framework and BISC's values.