



FGA

**PROVEN SOLUTIONS.
REAL-WORLD IMPACT.**

Annual Report 2017

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A NOTE FROM OUR PRESIDENT

**We've accomplished
some big things
together.**

**I jumped - and you
jumped with me.**

**Together, we have
soared.**

The Foundation for Government Accountability (FGA) looks a lot different now than it did when I founded it in May 2011. Thanks to wonderful partners like you, we've had explosive growth—from a staff of three to a team of 24 and from \$50,000 in seed money to a budget of over \$8 million.

I'd like to say I had this in mind from the beginning. But looking back, I am almost embarrassed by the smallness of my initial vision. By mid-2012, I led a struggling organization, mostly because we were focused on too many inconsequential projects that did not add up to a big thing. I was going without pay to reduce costs. My wife and I and our four young kids were living on credit cards. Even then, FGA was just weeks away from closing our doors.

There is nothing like standing on the edge of a cliff to be forced to decide if you are going to jump and soar or just fall to an unpleasant demise.

I decided that if I was going to have a different future—along with my family and my team who counted on me for their livelihood—then it

was time for me to fundamentally change my approach. It was time to think big and do big things.

I got to work crafting a big vision and set out to take a completely new approach.

Instead of just focusing on one state, we would export the great work from here in Florida to many other states all at once. Rather than do many things in one place, we would become a policy powerhouse working on one really big thing in a bunch of places.

I worked for days on the pitch and concept. I lined up the talent necessary so that we could follow through on what I was proposing. Then I went to meet with an angel investor.



I laid out my vision and then asked for the biggest donation I had ever requested of anyone. The donor said yes.

Then I heard the most amazing question. “Would you like me to write you a check right now so that you can get started?”

Of course, I said yes.

When I got in my car, I closed the door and sat there in silence. Then I teared up a little.

And then a lot.

Then I called my wife to tell her the great news. Right after that, I called the talent I’d lined up to oversee this major effort and asked her to quit her job because we had major work to do.

We all have defining moments in our lives. For me, one major turning point was having someone believe that I could accomplish something big—and then give me the resources to live up to that lofty potential.

Today, I am fortunate to lead a thriving organization. But I didn’t do it alone, and I’m not just referring to the rest of the FGA staff.



I’m referring to you.

FGA is not just a group of policy experts fighting the welfare state and advancing a culture of work. FGA is a partnership.

Together, we built a new policy powerhouse with legislative wins in 34 states that move 4.5 million off welfare. Together, we led the intellectual fight against ObamaCare’s Medicaid expansion, getting 19 states to reject a massive federal bribe and preventing another 13 million able-bodied adults from falling into the dependency trap.

Taxpayers are saving more than \$500,000,000,000 over a decade because of these wins.

Because of you.

In the pages that follow, you’ll see a recap of this past year and a glimpse of where we are headed. You’ll see the facts and figures, read about our new federal impact, and get a preview of what opportunities are on the horizon.

More importantly, you’ll see examples of those whom you’ve empowered. Legislative champions. Local partners. Unsung heroes.

We’ve accomplished some big things together. I jumped—and you jumped with me.

Together, we have soared.

I know we can accomplish even more. Thank you for your past investment and your continued partnership. I look forward to sharing the next round of results with you soon.

With deepest gratitude,

OUR STATS

State lawmakers in 34 states have implemented at least one of FGA's model reforms. Because of this, up to 4.5 million people will be freed from welfare over the next four years, and taxpayers will save up to \$92 billion over the next decade.

But it's about more than just the numbers. It's about the kids like Skylar who are truly in need and may be able to receive the care they need as a result of welfare reform. It's about people like Lisa in Colorado who fight for their right to earn a living and provide for their families. It's about the individuals who pass through James Whitford's mission, using work as a means to transform their lives and escape the trap of dependence. This is the impact that FGA's reforms have—and it's growing.

In the next year, FGA's impact is going to continue to grow, with more states pushing for welfare, health care, and regulatory reforms that will empower their citizens to escape dependency and experience the dignity of work.



4 STATES

have Right to Shop programs



29 STATES

have implemented welfare reform



5 STATES

have unleashed the Freedom to Work



4.5 MILLION PEOPLE'S

lives will be changed through welfare reform by 2021

"At FGA, I get to use my passion for writing to tell people's stories that too often go unheard and to share ideas that have the potential to change the landscape of the country. It's a privilege to be able to call that 'work'."



**\$92 BILLION
DOLLARS**

will be saved by
taxpayers over the
next decade



OVERALL

FGA reforms have
made an impact
on 34 states



ACTION IN THE STATES

“FGA has provided me with a lot of tools and a lot of resources that I can use when I go back to my state. There’s so much I want to do to help my state and to have a partner like FGA out there doing the research and helping provide the data, is really helpful for me.”

Delegate Jill Upson (WV)

As FGA has grown in size each year, so has the organization’s legislative impact. Our team strives to provide commonsense solutions to problems facing citizens across the nation, from unaffordable insurance premiums and excessive government permission slips for work to welfare fraud and abuse. But at the core of each of our reforms is the belief that through smart policy, we can end the dependency crisis in America and help people live a life free from the trap of welfare.

At the end of 2017, our solutions had been implemented in a total of 34 states, freeing up to 4.5 million people from welfare over the next four years, and saving taxpayers up to \$92 billion over the next decade. We engaged with policymakers in new states, working to spread our commonsense solutions across the nation while keeping our foot on the gas in states that we’ve operated in since FGA’s founding.

2017 was a year of innovation for FGA and the policymakers that we engaged with—and there’s perhaps no greater example of the innovation we saw than Arkansas historic push to be the first state attempt-

ing to “freeze” its ObamaCare Medicaid expansion. The innovative solution was used as a platform for subsequent Medicaid freeze attempts in other states, including Ohio and Michigan. This activity bubbled up to the halls of Congress, which included a freeze in the House ObamaCare repeal bill, the American Health Care Act.

We saw creativity in Maine, where Senator Rod Whittemore successfully passed Right to Shop legislation after seeing his own employees struggle with the high cost of health insurance premiums. Senator Whittemore cobbled together an impressive coalition to pass the legislation, from far-leaning liberals to red-meat conservatives.

We saw fearlessness in Tennessee, where Senator Kerry Roberts took on local licensing boards in his efforts to pass Freedom to Work legislation removing excessive government barriers to work.

The list goes on and on. Our policy champions led successful battles for welfare reform solutions—including an impressive push in Mississippi to pass the most com-



Governor Bryant, MS

prehensive welfare reform bill ever passed by a state legislature—as well as health care reforms and the Freedom to Work.

Across the nation, FGA worked with policymakers to implement solutions that will bring about real change. The bottom line? Our goal is to have fewer people trapped in welfare, and provide more opportunities for individuals to find independence and dignity through work.

We are excited about what's in store for the future. At FGA's 2017 Solutions Summit, we had more legislators commit to championing FGA reforms than ever before.

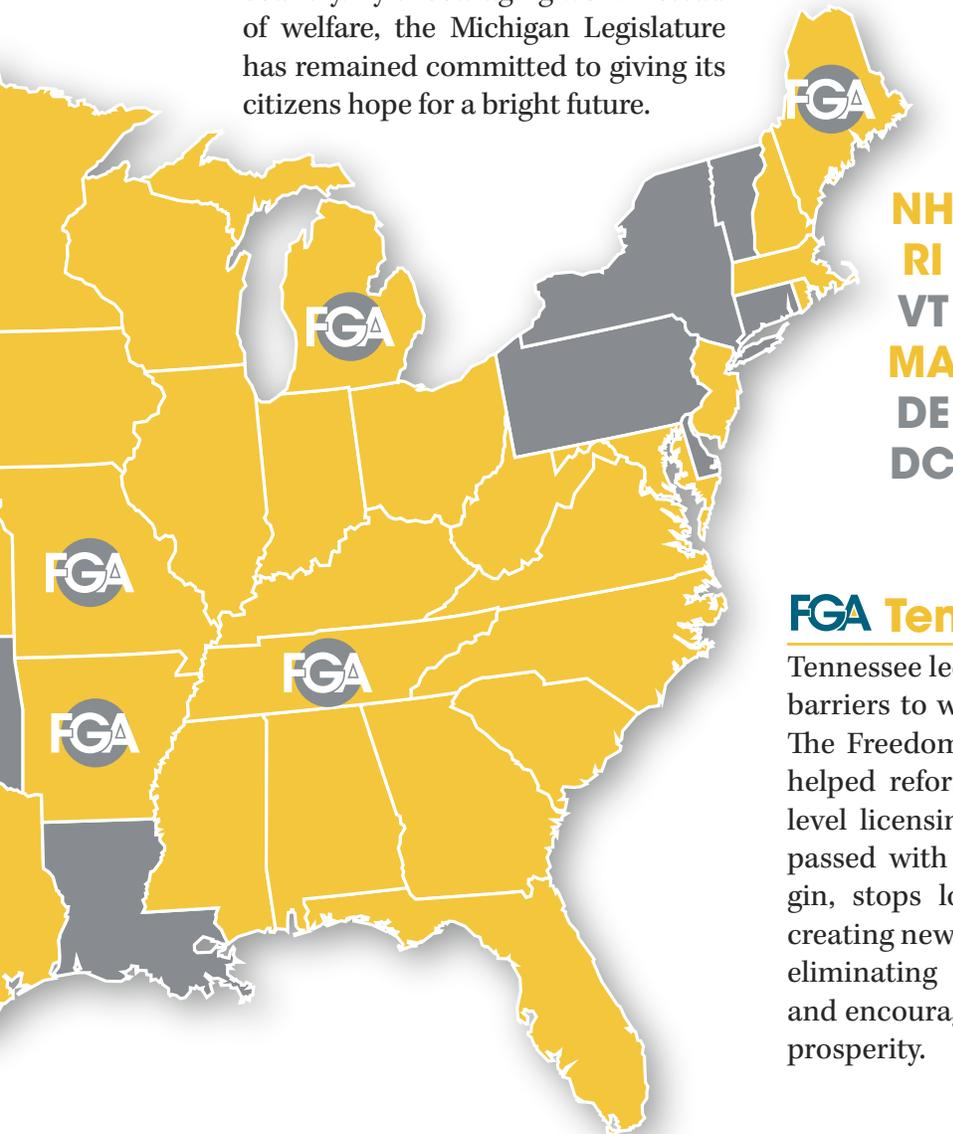
As we begin the 2018 legislative sessions that are beginning in January, we're getting ready to do big things—and we're excited to have you join us.

FGA Michigan

During the 2017 legislative session, Michigan successfully passed a state-wide work requirement. Work requirements have had astounding success in lifting individuals out of dependency and putting them on a path to prosperity in states across the country. By encouraging work instead of welfare, the Michigan Legislature has remained committed to giving its citizens hope for a bright future.

FGA Maine

In 2017, Maine passed Right to Shop legislation with bipartisan support, giving consumers more freedom with health care options and allowing individuals to take back control of their health care. Though the bill faced backlash from insurance companies who were intent on keeping costs high, the Maine Legislature—and specifically the inspiring sponsors that FGA worked with—remained committed to passing the reform in order to relieve citizens of high costs and make insurance more affordable.



NH
RI
VT
MA
DE
DC

FGA Tennessee

Tennessee led the way to break down barriers to work with the passage of The Freedom to Prosper Act, which helped reform both state and local level licensing laws. The bill, which passed with an overwhelming margin, stops local governments from creating new occupational licenses—eliminating hurdles for job-seekers and encouraging work as a means to prosperity.

FGA Arkansas

Arkansas's commitment to its citizens was highlighted during the 2017 legislative session as policymakers worked to pass both welfare and health care reforms, while also fighting back against the devastating impact of ObamaCare expansion in the state. The state successfully enacted work requirements, asset tests, and Volunteer Care—mean-

ing that individuals will be lifted from dependency, resources will be preserved for the truly needy, and low-income individuals will have access to quality care. The state's efforts to undo the damage caused by ObamaCare set off subsequent reforms across the country, including the federal efforts to repeal ObamaCare.

2017 ANNUAL SOLUTIONS SUMMIT: Innovative Solutions for a New Era

“FGA is a truly excellent organization focused on better government and realistically fact-based. Those of us interested in restoring our nation to better days ahead would do well to attend and implement positive change. If legislators are serious about improvements, FGA is the place to begin.”

Rep. Brandt Smith (AR)

When FGA was first formed six years ago, meetings consisted of four employees around a table at a restaurant. It soon became clear that we were quickly outgrowing the restaurant booth. As we grew in staff size, we also grew in impact. And as we fostered relationships with lawmakers in states across the country, it was clear that a bigger meeting—and a bigger meeting space—was needed.

FGA’s annual Solutions Summit has served that exact purpose. Each year, we have strived to gather more policymakers, executive branch members, and our state liaisons at the Summit to increase the knowledge that goes into our policies and the momentum behind the reforms. And this year, it was our greatest success to date.

The 2017 Solutions Summit, held from October 16-18 in Naples, FL, was made up of our best group to date—over 85 legislators and 15 executive branch members from states across the nation gathered to share knowledge, ideas, and stories of impact from their respective states. And when combined with the FGA supporters and special



guests, featured speakers, and our own FGA staff, the 2017 Solutions Summit was our largest Summit ever!

The energy at the event was palpable. There weren't many dry eyes as Christine and Jake Chalkey shared their heart wrenching story of having to fight for Jake's medical care in the wake of the ObamaCare expansion. There was pride—and excitement about what the future holds—as Congressman Gary Palmer shared the story of his work in the federal repeal of ObamaCare. There was hope when James Whitford shared the story of his mission, which helps people break free from dependence through the power of work.

The list goes on and on. Each day of the Summit held new stories, new knowledge, and new insights. And we have good reason to have hope in the future: by the end of the Summit, we had more legislators committed to push FGA reforms in 2018 than ever before. That means more opportunities to end government dependency, to free families from the trap of welfare, and to protect the truly needy.

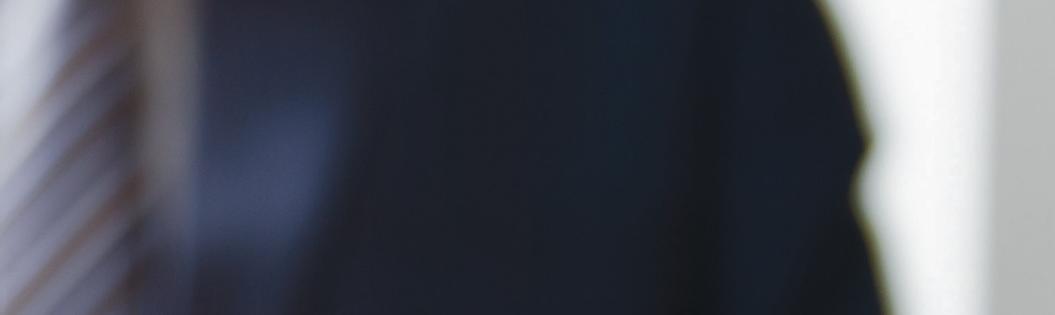
That's what the FGA Summit is all about. As we continue to grow in size and impact, we're excited to see what future Summits hold in store—maybe an even bigger meeting space will be needed soon enough. FGA's 2017 Solutions Summit was an incredible success, and we can't wait for next year's Summit.



GROUNDBREAKING RESEARCH

In the past year, FGA's research department has played a pivotal role in the expansion of the organization's influence with policymakers in states and in Washington D.C. And as the scope of work has increased for FGA's research department, so has the size.

In just the past eight months, the department has doubled. This new capacity has allowed FGA's experts to play a larger role in turning good ideas good policy. But even as the department continues to grow, the focus remains on producing high-quality research and commentary, setting the standard for groundbreaking welfare studies that are helping to reduce government dependency across the nation.



After previous studies revealed that able-bodied, childless adults who left food stamps increased their incomes so much that they were better off than they were before, FGA's research team embarked on a groundbreaking tracking study to learn if the same is true for parents. Working with the state of Kansas, FGA tracked what happened when parents left cash welfare (TANF) after new work requirement sanctions were implemented. The study, which found that TANF recipients earned higher incomes once they left the program, found that families are better off once they are freed from the trap of dependency.

FGA knows that work is the key to regaining independence and our studies are proving it. Our Kansas TANF tracking study received such positive coverage that it is being used by policymakers in the states and in Washington, D.C. as a basis for major welfare reform.

In the final quarter of 2017, FGA released one of its biggest and most successful studies ever, highlighting the underreported Medicaid dependency crisis and giving policymakers a roadmap for how to fix it—Medicaid work requirements. The paper received media coverage from national outlets such as the New York Post, The Hill, and

National Review Online, and continues to gain coverage and set the stage for the Trump Administration to issue new guidance for states to implement Medicaid work requirements.

And as FGA's research department has grown with the addition of top-notch researchers, the impact of the work our team is producing has increased. Our ground-breaking studies have been cited by federal lawmakers, major national media outlets, and policymakers across the country as they propose reforms that will reduce government dependency.

But our reach doesn't end there—a new federal landscape and the unmatched caliber of our research has enabled our work in Washington to become a focus of the organization over the past year. Our team now works daily with White House staff and members of the executive branch in order to provide them with the research and data needed to advance policy that reduces dependency.

As we look forward to next year, our focus remains the same—to produce ground-breaking research that allows policymakers to enact reforms that work. In order to provide policymakers with best-

practice research and examples from other states, we plan to do several tracking studies over the next year. Consistent with our proven model, these studies will analyze what happens to individuals when they're freed from the dependency trap. Our research team will also be working with our legislative team and legislative champions to ensure they have all the state-specific research and facts that they need to win.

As we continue to expand our influence and our team, FGA will remain committed to high-quality research as we seek to reduce government dependency.

FREEDOM TO WORK

“FGA was a big help. FGA’s always been a resource for those of us who are trying to fight for conservative principles when we need information, need ideas, need legal advice, and all this kind of stuff.”

**Rep. Josh Miller
(AR)**

Our commitment to reducing government dependency does not stop with our welfare reform efforts. Research proves that the best way out of poverty is work. That’s why, in 2016, we expanded our areas of focus to include a brand new initiative—Freedom to Work—to help provide solutions for individuals trapped in government dependency because of excessive government regulations.

Freedom to Work is simple: work is the key to getting people off welfare. When government permission is required to work, or the government places expensive, lengthy barriers to entry around work, citizens suffer—and sometimes fall into the trap of dependency. Unfortunately, these barriers—occupational licensing laws, fees, excessive time requirements, and more—disproportionately harm low-income workers, military members, and young people. Our government should be working to help free people from dependency, not trap them in it.

Rather than preventing people from working, our Freedom to Work reform strives to help people

do just that: experience the freedom and dignity that work brings.

We have already partnered with policy champions across the nation to bring these reforms to life. Some, like Rep. Dale Kooyenga in Wisconsin, had seen the harms of occupational licensing first-hand. Others, like Senator Kerry Roberts in Tennessee, saw the negative effects excessive regulations were having on his community. All saw that governments regulations were leading to the same outcome: continuing the devastating cycle of dependency.

Freedom to Work was led by FGA Senior Fellows Tom Newell and Jared Meyer, whose combined expertise in state review of local regulations, labor markets, and the impact of regulatory burdens have helped unleash a new era of economic opportunity across the nation. With an expanded staff to tackle these issues, FGA went to work in the states—and in the first year alone, five states have unleashed the freedom to work. As we head into the second year of our Freedom to Work reforms, we’re building on that momentum.



**“This is where you go to
get practical solutions.”
Rep. Nathan Winters (WY)**

With the addition of several new initiatives, including reforms that make it easier for those with records to find work and avoid reoffending, we know the results over the next year will be even greater. But it’s not about our own success—it’s about the millions of individuals that are being freed from the trap of dependency with these reforms. Freedom to Work strives to help these people lift themselves out of dependency and experience the power of work—and it’s succeeding.

FEATURED CHAMPION

Senator Bill Coley



“When I learned about FGA, and some of the things that you guys wanted to do, I wanted to learn more. As I spent time with people from FGA, I worked with the legislators in other states like Andre Cushing from Maine. There’s a guy who just constantly thinks of new things and new ways to do things and improve the services that the state provides for its citizens. That’s what FGA is all about.”

Senator Bill Coley (OH)

Senator Bill Coley tends to think outside the box. It’s why the people of Ohio elected him, and why he looks to FGA for new, innovative solutions to the problems that Ohioans face.

And as he has fought for welfare reform in Ohio, the tendency to seek new creative solutions has served him well. The expansion of Medicaid under ObamaCare to able-bodied adults in Ohio has been devastating, with enrollment exceeding expectations almost immediately. The resulting fiscal crisis cut into state funding, threatening valuable resources for education, public safety, and infrastructure.

Coley saw this—and the thousands of truly needy individuals whose care was put at risk by the expansion—and knew something had to be done. So he thought outside of the box, and introduced a commonsense solution that would end new able-bodied enrollment in Medicaid, immediately preserving resources for the truly needy: an enrollment freeze.

The freeze, which followed on the curtails of a similar bill in Arkansas and set the stage for federal reform, was eventually vetoed by the governor—but Coley hasn’t given

up. He and his fellow lawmakers remain optimistic they will override the decision, and continue to fight against the expansion of Medicaid and government dependency.

Coley’s commitment to ending dependency doesn’t just end there. He worked with Senator Peggy Lehner to enact a volunteer care bill, and has worked to improve the state’s database to prevent welfare fraud and abuse in order to protect resources for the truly needy and discourage the trap of dependency.

Coley is confident that Ohio can have the same welfare reform success that other states have seen—and he won’t stop working until government dependency no longer exists within his state. He continues to look for new innovative solutions to the problems within his community, working closely with FGA and legislators from across the country to find best-practice solutions.

Across the nation, innovators like Senator Bill Coley are championing policies that will protect the truly needy and prevent individuals from getting trapped in government dependency. FGA is proud to stand alongside Senator Coley and the many others like him.

FEATURED PARTNER

James Whitford



When James Whitford first began his ministry 17 years ago in a small room, he didn't imagine that he would one day have incredible impact, meeting the needs of nearly 20,000 people every year. But that's exactly what happened.

Whitford set out to return the care of the poor from government to communities by relying on human compassion and focusing on individuals' potential and ability rather than what they lack.

His ministry, Watered Gardens Gospel Rescue Mission in Joplin, MO, approaches charity in a unique manner by believing that simply providing handouts to those in need creates a trap of dependency. Instead, Watered Gardens has developed a workshop where people are able to earn the items they need, putting individuals on a path towards self-reliance and away from government dependency.

Whitford and his staff work alongside the individuals in the ministry to encourage them and develop a meaningful relationship with them in order to dispel any "us versus them" mentality. By building those relationships, people are reminded that they have an inherent dignity and value in society.

"We believe work is vital, and it awakens worth in people," Whitford said. "If all we do is respond to a need with a handout and not engaging people in work, we do them a disservice."

Watered Gardens boldly asks residents to give up their food stamp cards and government housing and then teaches them how to become fully self-reliant. The staff help lift individuals from dependency by building their confidence and skill sets to help them find employment and housing in a transformational process that James describes as "the most encouraging thing you could ever be a part of."

James Whitford and Watered Gardens are living examples of what FGA believes is possible when you allow work to lead individuals to independent lives free from government dependence. Whitford's inspiring dedication to the needy—and the lives of those who have been changed at Watered Gardens—is why FGA remains committed to educating policymakers about the power of work.

"We believe work is vital, and it awakens worth in people. If all we do is respond to a need with a handout and not engaging people in work, we do them a disservice."

James Whitford

FEATURED UNSUNG HERO

Jake Chalkey



The expansion of ObamaCare has threatened millions of vulnerable Americans as it has opened access to benefits to able-bodied adults. Too often, these individuals are unheard and unseen by government. But occasionally, there are heroes who are unrelenting in the fight to make their voices heard.

That's how Jake Chalkey, a twenty-two-year-old from Illinois, found himself meeting Vice President Mike Pence.

To his parents, Jake is a miracle child. Born with developmental

disabilities, his parents were given a grim outlook upon his diagnosis when he was only a few months old. With the help of his dedicated family, Jake has continued to beat the odds that were stacked against him.

His mother, Christine, cared for him daily and ensured he had the medicine he needs to survive. But in 2012, something changed.

When Christine tried to refill Jake's medicine, she was told that it was no longer covered by the state—even though he was covered by Medicaid. She faced every parent's nightmare: unable to obtain the life-saving medication her child needed with no answers to her countless questions.

The Chalkeys soon learned that while Illinois was making cuts to folks like Jake, the state was paying for able-bodied adults to receive benefits through ObamaCare.

Through private insurance coverage and Christine's relentless advocacy, Jake was able to get the care he needed. But the Chalkeys know their story could have ended much differently—and for so many truly

needy individuals, it does. They set out on a mission to stop this nightmare for as many families as possible.

Jake and Christine worked tirelessly to educate the public and policymakers about the consequences of expanding ObamaCare. They became strong voices for the developmentally disabled and those who can't fight for themselves. In 2016, Christine testified in front of the Illinois Senate against the expansion of Medicaid, representing the families that policymakers too often don't see.

Their fight for the truly needy didn't go unnoticed nationally—this past summer, the Chalkeys received a call from Vice President Mike Pence. They were given the once-in-a-lifetime opportunity to meet with the vice president and the families of other needy individuals.

For Jake and Christine, it was another opportunity to show that this isn't just an issue for Republicans or Democrats—taking care of the vulnerable is a human issue.

To call the Chalkeys an inspiration would be an understatement. Jake



continues to be a voice for those who don't have one and a reminder of the dangers of welfare expansion.



FINANCIALS

EFFECTIVE AND EFFICIENT

FGA features a small staff that packs a big punch—locally and nationally. Based on the industry standard for fundraising, you'd expect FGA to have 8 full-time members on its development staff, especially considering we have donors in 23 states and Washington, D.C.

But we don't have eight. We have three.

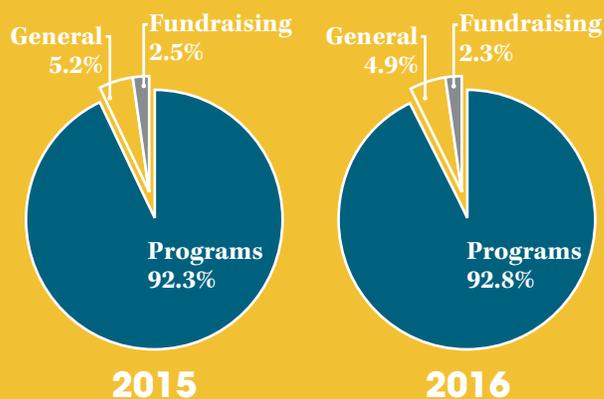


A DIFFERENT APPROACH

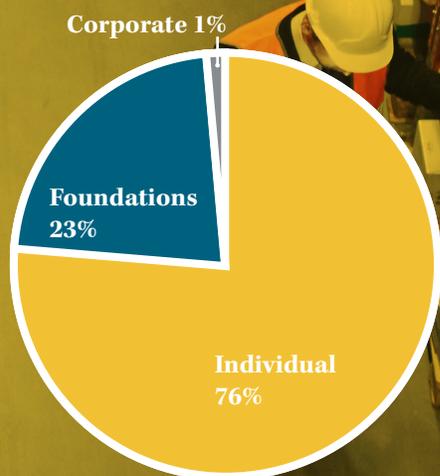
Revenue growth
31% over industry standard



We think funding should be spent differently to maximize value and expand program impact.



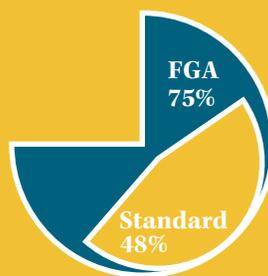
Resources Allocation



FGA PARTNERS

THE FGA FAMILY

Donors aren't just a check or number.



OVERALL RETENTION



NEW DONOR RETENTION

NEW HORIZONS :

A look at 2018

Since its founding, FGA has been laser-focused on reducing government dependency in the states. As the political landscape across the country changed following the 2016 election cycle, FGA took advantage of the opportunity to capitalize on these changes and added federal expertise to our already successful team. While FGA had worked on issues at the federal level before—from offering testimony in front of Congress to working closely with members of Congress—2017 was different. By engaging in Washington, D.C., FGA can help to ensure that the federal government doesn't get in the way of the excellent work happening at the state level.

The formalization of our federal reforms involved bringing on a team of some of the best individuals Washington, D.C. has to offer and working closely with our policy team and leadership in D.C. to ensure we were where the action was happening.

Our credibility and track-record for advancing proven solutions in the states helped us quickly gain

access—before long, we were engaging in frequent meetings with White House staffers and people were seeking our expertise on commonsense health care and welfare solutions. This expertise was the reason FGA played a critical role in drafting key aspects of the bill that would finally repeal and replace ObamaCare, the American Health Care Act. FGA CEO Tarren Bragdon was asked to speak in front of the House Republican Study Committee about key components of the bill, all of which were derived from success that we had seen in the states.

FGA's approach has always been to advance principled solutions and win. While the AHCA, due to politicization, did not succeed in reversing the devastation of ObamaCare, it set the ball in motion—and we're not giving up any time soon. FGA recently published research on the effects of applying work requirements to Medicaid which played a critical role in the Trump Administration's new guidance to allow states to implement Medicaid work requirements for able-bodied adults. Our work at the federal level



WE
FUT



**KNOW THE
FUTURE IS BRIGHT.**

is growing by the day, so much so that we're expanding once more. To help spearhead our work in Washington, we recently hired Kristina Rasmussen—whose policy and coalition-building expertise cannot be overstated—as FGA's Vice President of Federal Affairs. Kristina brings knowledge directly from the states, having recently worked as Illinois Governor Bruce Rauner's Chief of Staff after several years as the President and COO of the Illinois Policy Institute.

We will continue to advance principled solutions and win—both in the states and at the federal level. The opportunity that we have to make massive progress in health care and welfare reform, to reduce government dependency and free families from the trap of welfare, is unparalleled. Our expanded federal efforts seek to do just that—and given the progress we've made in just one year, we know the future is bright.

STRATEGIC GOALS

"Noble mission, superb leadership, demonstrable results, national impact, and exceptional 'bang for the buck.'"

**John and Rebecca,
Naples, FL**



1

Advance our Freedom to Work solutions in 20 states

2

Bring the Right to Shop to private markets in six new states

3

Free five million individuals from the trap of welfare dependency

4

Prepare and publish ten research papers that promote and support our solutions

5

Provide support to executives in eight states that help advance our solutions

6

Creatively and consistently engage with our core audiences

A NOTE FROM OUR VICE PRESIDENT OF ADVANCEMENT



Did you know that most Americans are disengaged at work? It's true—only 33 percent of Americans report being engaged while on the job.

Thankfully, I'm that one out of three.

In fact, the entire staff here at the FGA are in that 33 percent group. That's because of you.

Your generosity makes it possible for me to do my job—and gives the other 23 staff members the opportunity to do theirs!

It's a privilege to be part of the FGA team. We have fun together—sharing pictures of our kids on holidays and birthdays (mine are pictured below) and enjoying a lit-

tle good-natured kidding here and there.

At the end of the day, though, our work is much more than fun. It's incredibly meaningful. We strive to help others have the opportunity to feel the same passion that we do and to experience the joy, freedom, and dignity that comes from work.

FGA has some of the best leaders, researchers, and marketers in the industry. The results speak for themselves—not only the policy victories, but the millions of lives that have been improved over the past six years.



“We strive to help others have the opportunity to feel the same passion that we do and to experience the joy, freedom, and dignity that comes from work.”

None of this would be possible without your support. It’s a privilege to share the stories of people whose lives are dramatically better with you, because you made this happen. And that’s why I’m excited to be able to share—for the first time ever—FGA’s Annual Report.

This Annual Report is a new way of showing you the tremendous difference your generosity makes in my life, the lives of each of the FGA staff, and most importantly, the lives of people across the nation. It’s a way to document the monumental growth the organization experiences each year—whether through new victories, new staff additions, or even new staff family additions!

I hope you enjoy the Foundation for Government Accountability’s 2017 Annual Report as much as I enjoy my work. After all, this is your success story!

Sincerely,



FGA STAFF

“On my way to my first staff meeting I was practicing our donor pitch. I ended up practicing “for real” with my seat-mate, who ended up donating on the plane. Highest donation I’ve ever received? 30,000 feet!”

“I love working for an organization that doesn’t just talk about making our country great, but one that actually does it! FGA makes accountable, measurable change that makes me proud to be a part of this organization.”

BOARD OF DIRECTORS

Tarren Bragdon, CEO
Andrea Forrest Brock
Bob Harden
Robert Levy
Betty Neighbors
Bridgett Wagner

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Tarren Bragdon - President and CEO
Jonathan Bechtle - COO and General Counsel

POLICY

Sam Adolphsen - Senior Fellow
Joel Allumbaugh - Visiting Fellow
Josh Archambault - Senior Fellow
Andrew Brown - Visiting Fellow
Jared Meyer - Senior Fellow
Mary Katherine Stout - Senior Fellow

GOVERNMENT AFFAIRS

Christie Herrera - Vice President of State Affairs and Policy Fellow
Kristina Rasmussen - Vice President of Federal Affairs
Kim Borchers - Director of Executive Leadership Development
Tom Newell - Governmental Affairs Director
Gregg Pfister - Governmental Affairs Director
Robin Walker - Director of Federal Affairs
Megan Schmidt - State Affairs Coordinator

RESEARCH

Jonathan Ingram - Vice President of Research
Nicholas Horton - Research Director

COMMUNICATIONS AND OUTREACH

Whitney Munro - Vice President of Communications
Ashley Ciandella - Events and Scheduling Director
John Marzolph - Digital Outreach Director
Kelsey Philie - Staff Writer and Editor
Donlyn Turnbull - Digital Content Director

ADVANCEMENT

Chad Goote - Vice President of Advancement
Judy Cook - Donor Relations Manager
Dan Remmenga - External Relations Director

OPERATIONS

Kelly Fischer - Operations Manager

STAFF STATS



16 BACHELOR'S DEGREES
9 MASTER'S
2 JD'S
2 FORMER POLITICAL OFFICIALS

67

STATE TESTIMONIES & CAUCUS BRIEFINGS

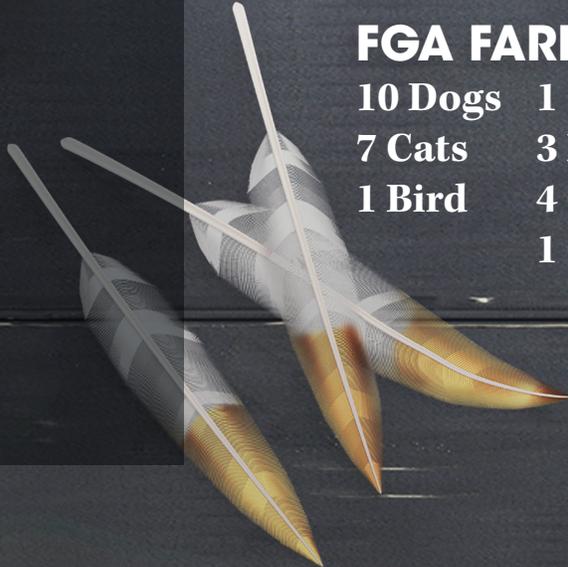


36 AVERAGE AGE

1 MARRIAGE



FGA FARM



10 Dogs	1 Gecko
7 Cats	3 Horses
1 Bird	4 Chickens
	1 Guinea Pig

6 BABIES BORN



44 KIDS



FGA

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