

# Annual



REPORT

2018

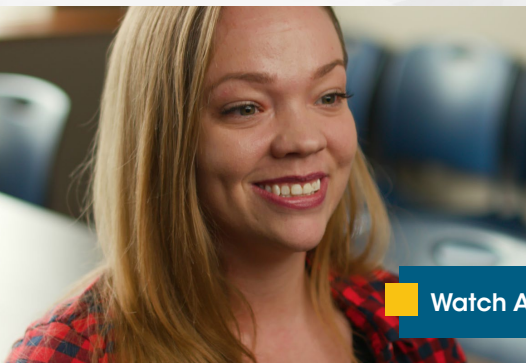
FGA

# The American Dream and the Power of Work

The Foundation for Government Accountability (FGA) changes public policy to advance the power of work and empower millions to create their American Dream. We are only capable of changing public policy and impacting millions of lives because of our partnership with you, our donors. Together, we are creating opportunities for more work, better jobs, and a more straightforward pathway to the American Dream for millions.

By being laser-focused on welfare, health care, and work reforms, we can achieve big results with an even bigger impact. Our results—and your results—are about more than just generating wins in one state. That's why our multi-state approach is so unique and so successful: by leveraging our on-the-ground liaisons, we push up from the states while also pushing down on federal policies in Washington, D.C. As a direct result of this approach, 2018 marks a key milestone—we have achieved policy wins impacting every state and in D.C.

But FGA's success is about more than policy wins—it's about the number of people whose lives have been positively impacted by the life-changing power of work.



The smiling woman you see on the front cover is named Amanda. Amanda grew up on welfare, fell into a life of addiction, went to prison, and then faced numerous government barriers while trying to find work to turn her life around. But she did it.

Watch Amanda's inspiring story at [TheFGA.org/AmandasStory](https://TheFGA.org/AmandasStory).

Together with your support, FGA has achieved 332 policy wins so that millions can follow Amanda's example—without facing all the barriers she faced to a life of meaningful work. Not everyone is as strong as Amanda.

Thanks to you, the American Dream is now open to millions more.



**Tarren Bragdon, President and CEO**

## National Impact. National Recognition.

In 2018, we accomplished more to lift millions out of dependency and put people on the pathway to work than ever before.

As a result of our **332 policy wins** in every state, **7.3 million people will move off welfare**, and millions more will have a better opportunity to create their American Dream.

In its second year, our Freedom to Work initiative successfully advanced in 23 states, breaking down barriers to work for low-income Americans, those with criminal records, and millions more, putting them on the pathway to a better future with a bigger paycheck.

Our success in the states allowed us to, for the first time, achieve several key federal wins in D.C. that will move even more people out of the welfare trap and will further expand state opportunities for welfare, work, and health care reforms in 2019.

When I founded FGA nearly eight years ago, I couldn't imagine the organization I would be leading today. Let me be very clear: FGA's success is a direct result of your generous support and your shared belief in our mission of moving millions back to work. We did this together along with the tremendous team we have compiled since 2011.



## Jonathan Bechtle

FGA COO

**Jonathan's receipt of the State Policy Network's Overton Award is indicative of not only his leadership, but his commitment to the mission and vision we work towards each day at FGA.**

In 2018, our top talent was recognized nationally. FGA's Chief Operating Officer Jonathan Bechtle was the 2018 recipient of the State Policy Network's Overton Award, representing the highest recognition in the liberty movement for the COO or EVP who exhibits qualities of leadership, loyalty, management innovation, and support for the cause of liberty.

### Where We've Been

Our focus has always been on expanding opportunities for millions of Americans through welfare, health care, and work reform. In 2018, we expanded on our existing menu of policy reforms to increase our impact under this very focused mission. Now we have a total of 26 policy solutions, with about half focused on the states and the remainder focused on federal regulatory reforms.

Our Freedom to Work initiative had 23 state wins in one year, and we added three new solutions to break down barriers to work to get people into their first jobs and their next jobs.

We leveraged these past state wins to gain traction at the federal level, where our research and analysis played an instrumental role in the debate over federal welfare reform. The relationships forged by our federal team have boosted the impact of our state reforms as we worked with officials to encourage states to

implement commonsense Medicaid work requirements, helped states take advantage of new health care opportunities, and laid the groundwork for executive actions that will reduce fraud in the food stamp program.

Since 2016, our staff  
has doubled in size.

In order to maximize our impact, we also expanded our staff, strategically bringing on new research analysts and policy and marketing experts to ensure that our output is sustainable and innovative.

## Where We Are Going

As we continue to increase our impact in 2019, our focus remains the same: more opportunities to experience the power of work and move into better jobs with bigger paychecks.

We are more than halfway to our goal of moving 13 million Americans off welfare, and with new welfare, health care, and work reforms at the state level and more federal regulatory wins on the horizon, we are poised to achieve this goal.

*Tanner R. Bragdon*

“ If [lawmakers] would lighten the regulations in order to make it little bit easier for people that are being released from prison to get jobs, they would actually be helping society. Because if they can give those people a second chance then it will help society be a better place. ”



**Jeff Offutt**  
TEXAS

What  
makes FGA  
successful?  
Find out ... ▼

# We Get the Politics



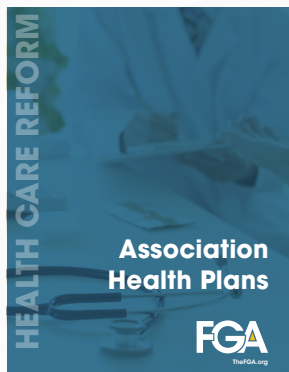
FGA's unique **on-the-ground network of staff and liaisons** in 30 states, key messaging, and unparalleled collateral is the key to our success. With FGA's staff in 15 states and in Washington D.C., covering three time zones, we ensure that we always have our finger on the pulse. But our team is just one piece of the puzzle—our products are another.

## DID YOU KNOW?

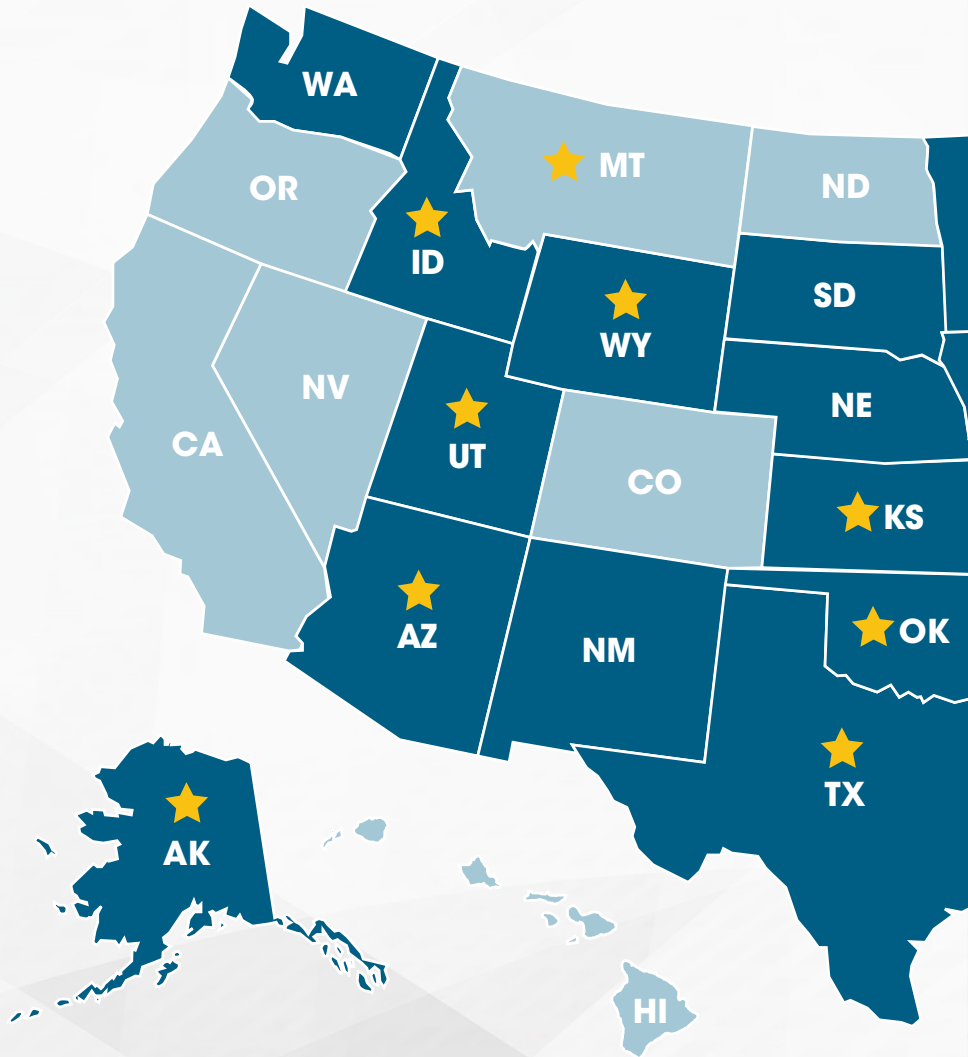
Our work has gained **3,700 media mentions**, resulting in **\$14 million** in earned advertising revenue and in 2018, FGA saw a **58 percent increase** in web traffic.



**FGA's tool-kit** provides policymakers with the resources they need to communicate accurately, effectively, and efficiently with their peers and the public. Our tool-kit includes informational one-pagers, polling data, frequently asked questions, the means to discern between myths and the truth, and numerous additional items that **provide what no other group does: best practices and messages proven to work.**



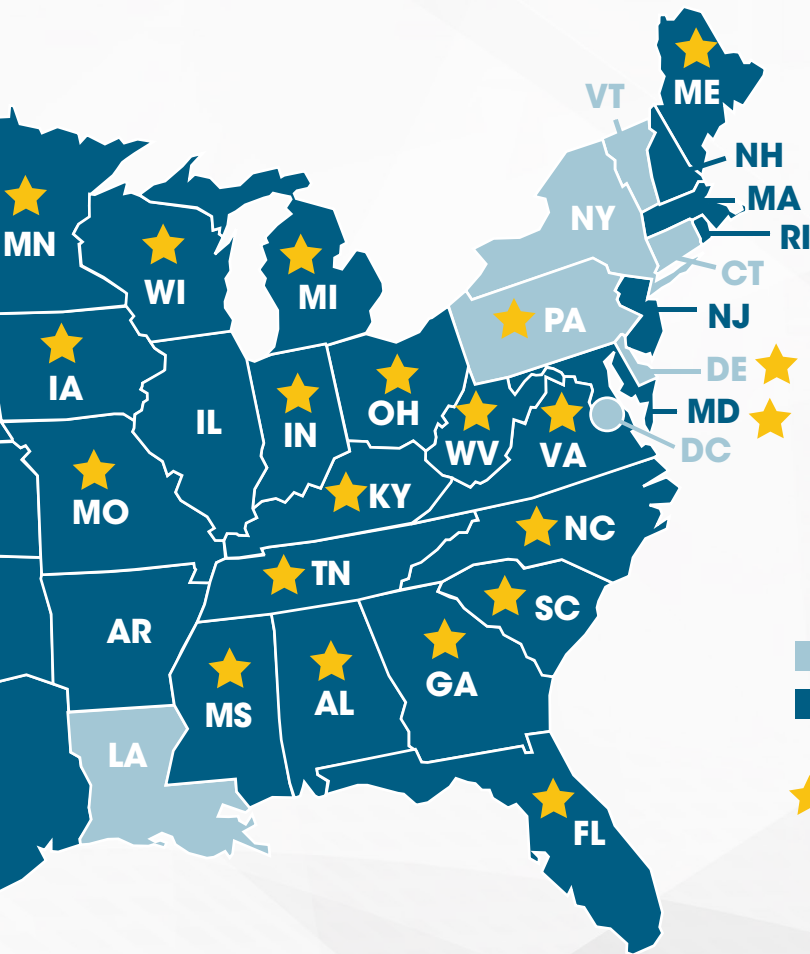
# FGA Victories



▶ **332**  
total  
victories

▶ **172**  
state  
victories

▶ **160**  
federal  
victories



states with federal victories [13]

states with both state and federal victories [37]

★ in-state liaisons [30]

▶ **7.3** million  
individuals leaving  
welfare over four years

▶ **\$138** billion  
in taxpayer savings  
over the next decade

# We Know the Policy



As states have faced the realities of Medicaid expansion, FGA's Medicaid research laid the groundwork for commonsense reforms. Our groundbreaking paper, **"Waiting for Help: The Medicaid Waiting List Crisis,"** found that while able-bodied adults received benefits from Medicaid expansion, over 650,000 truly needy individuals are currently on Medicaid waiting lists in 38 states, and at least 21,904 individuals have died while on a waiting list in expansion states since Medicaid expansion began.



FGA published new research on the broken disability insurance program, calling for reform that promotes work with the **"Five Major Problems with the Disability Insurance Program."** Instead of promoting work, the program has promoted long-term dependency, putting critical resources for the truly needy at great risk.



FGA's research set the stage for a successful 2019 with new work reforms and new opportunities for health care reforms. **"Dispelling three big myths about occupational licensing,"** has helped policymakers understand that licensing laws have little effect on public safety, and can instead reduce service quality and harm low-income individuals.

## DID YOU KNOW?

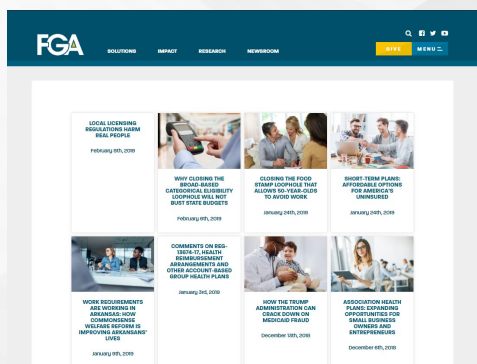
FGA's efforts on the **2018 Congressional Farm Bill** resulted in pro-work and anti-fraud provisions that will **move 575,000 people off welfare** in 50 states and the District of Columbia.



**FGA's research is the foundation of our work**, providing the basis for our policy, marketing, and executive vision. We began working on our first tracking study in 2015, and have since tracked hundreds of thousands of Americans who have left welfare in three states after commonsense reforms were implemented. Our most recent tracking study out of Arkansas showed the same results: **work improves lives**.

In 2018, FGA's research team produced **21 in-depth research papers** to support our efforts in the states and in D.C.

Work is at the basis of our 11 state solutions that we're promoting across America, from welfare work requirements to our Fresh Start reform for those leaving prison. In 2018, we explored the power of work with innovative research into the broken federal disability program and the food stamp program. Our research on food stamp waiver abuse across the country provided the basis for national reform debates, and the Trump administration is now on track to revise regulations that have kept too many able-bodied Americans from experiencing the dignity of work.



Learn more about FGA's groundbreaking tracking studies, state and national research, and further analysis at **TheFGA.org/research**.

# We Prepare Leaders to Win

FGA was indispensable in developing the amendment that I introduced on invisible risk-sharing. This innovative approach would have driven down the cost of health insurance premiums and helped ensure that those with pre-existing conditions had access to affordable coverage. FGA is a tremendous asset and I look forward to more opportunities to work together to find solutions for major issues.



Congressman  
**Gary Palmer**

ALABAMA

Since 2016, we have partnered with Congressman Gary Palmer to give millions of Americans affordable alternatives for health care and to reduce dependency through federal reforms. The relationship with Congressman Palmer has placed FGA at the forefront of federal reforms, where our team has been instrumental in providing research and policy analysis. We are proud to see Congressman Palmer now serving as the Chair of the House GOP Policy Committee, where he will continue to champion efforts to reform our broken health care and welfare systems.

## DID YOU KNOW?

In 2018, FGA staff conducted more than **400 state meetings and testimonies**, more than **125 federal briefings and meetings**, and gave **five federal testimonies**.



FGA has partnered with more than **270 state policymakers** and **25 governors** and their staffs to bring commonsense solutions to states.

We've partnered with policymakers and administrations on both sides of the political aisle to accomplish real reform that is transforming the lives of millions of Americans.

Our research and marketing credibility and policy expertise have given us unparalleled success in the states and in D.C. In 2018, we expanded our solutions, reached more states, and did more to promote work at the federal level than ever before. In 2019, we know the future is even brighter. Together with your partnership, we are narrowing the path to dependency and empowering millions to create their American Dream.



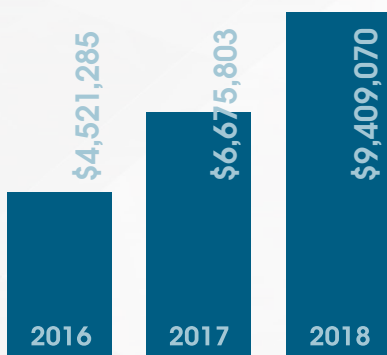
Senator  
**Ralph Hise**  
NORTH CAROLINA

I want a [welfare] system in the state that provides for individuals who are going through difficult times, but makes sure we put them back on a path of self reliance and success.

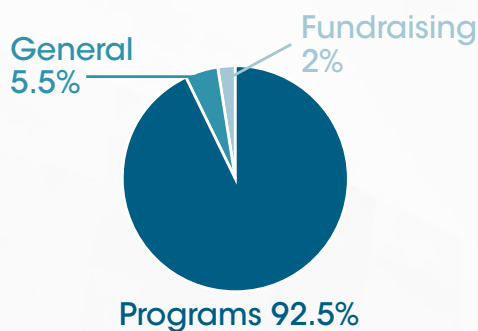
# Financials

At FGA, our cause is clear: **improve public policy to help millions achieve the American Dream.**

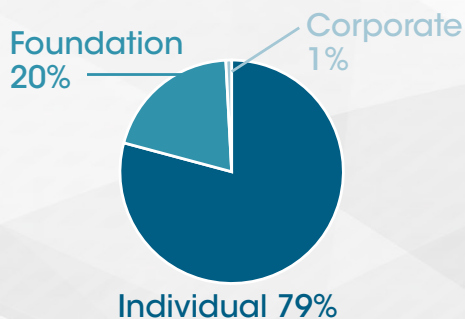
REVENUE



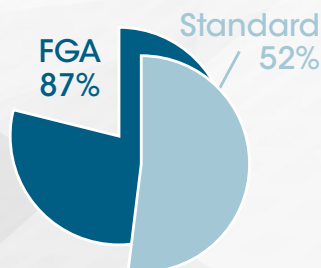
SPENDING



PARTNERS



MAJOR DONOR RETENTION



# Our People



Greg George with  
Andrea Brock

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