Because of You
Jean Ginn Marvin, Innkeeper of the 136-year-old Nonantum Resort in Kennebunkport, Maine, welcomes guests after a year of COVID-19 capacity regulations.
Taking a Leap of Faith

Ten years ago, I took a big leap of faith.

My family and I moved from Maine to Florida. The dream was to start a new think tank. As with so many things, the reality was very different than the plan but taking that first step was vital.

A lot has changed in the past decade.

When I founded FGA, we focused only on policy change in Florida. Even our first website was “FloridaFGA.” A year later, we were struggling to keep the doors open.

So, we pivoted and innovated. Instead of working on several policies in one state, we flipped the model to dive deep on a few issues in multiple states.

It worked. FGA began to grow exponentially.

Then Trump won in 2016. We pivoted again. You—our donors—took a big leap with us.

You made it possible for us to add new policy solutions, a federal shop, and take our proven reforms to Washington, D.C.

You’ll see throughout this report how much you have accomplished since that pivot five years ago.

In 2021, we’re pivoting our strategy again.

We know how to fight back and get great state reforms done under a Democrat president. We have deep relationships with governors and state lawmakers across the country.

Our federal team is providing much-needed research and polling to our network of policymakers in D.C.

And, thanks again to our key partners, we’re expanding in a major way to add a new, crucial reform area: election integrity.

To all of you who invest in FGA, whether since the very beginning or for the first time very recently, thank you.

We face big threats in D.C. We have major opportunities in the states.

We are responding to both. America and the American Dream will be stronger as a result—because of you.
FGA looks a lot different than it did four years ago. Thanks to wonderful partners like you, we’ve had explosive growth, moved into new policy areas, and made a huge impact at the federal level.

In 2017, we launched our federal shop to seize the opportunity to work with a reform-minded administration and impact policy in all 50 states. Even though we were new to federal policy, we quickly gained access because of our reputation of advancing proven solutions in the states.

Before long, we frequently engaged in meetings with White House staffers. Because of our focus on solutions and results rather than publicity, we became widely recognized as a trusted partner to the administration. Our federal relationships grew to the point where the Trump administration put 30 FGA regulatory reforms on their published agenda—eight of which were finalized prior to 2020.

While we began 2020 planning to educate the administration on finalizing the remaining 22 reforms, the onset of the pandemic required us to pivot. We continued to make a big impact, accomplishing a record seven federal wins throughout the year. In addition, our defensive work in 2020 to stop state bailouts and a renewal of the $600 weekly unemployment insurance bonus saved taxpayers $806 billion.

In total, we achieved 20 major federal regulatory victories impacting 868 state policies during the Trump administration’s tenure. Moving forward, we are taking an aggressive approach to defend these wins and protect the American people from new harmful policies.
<table>
<thead>
<tr>
<th>Four Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>$600 unemployment bonus blocked</td>
</tr>
<tr>
<td>State and local bailouts blocked</td>
</tr>
<tr>
<td>Ended work requirement waiver loopholes</td>
</tr>
<tr>
<td>ObamaCare’s individual mandate penalty repealed</td>
</tr>
<tr>
<td>Association health plans allowed</td>
</tr>
<tr>
<td>Short-term health care plans allowed</td>
</tr>
<tr>
<td>Allowed tax-advantaged accounts for portable health coverage</td>
</tr>
<tr>
<td>Lottery winners removed from food stamps</td>
</tr>
<tr>
<td>Lottery winners removed from Medicaid</td>
</tr>
<tr>
<td>Food stamp enrollment fraud crosschecks added</td>
</tr>
<tr>
<td>Work requirement exemptions for able-bodied adults reduced</td>
</tr>
<tr>
<td>Work requirement exemptions for multiple years eliminated</td>
</tr>
<tr>
<td>Higher welfare enrollment bonuses eliminated</td>
</tr>
<tr>
<td>Real cost estimates required for hospitals</td>
</tr>
<tr>
<td>Real cost estimates required for insurers</td>
</tr>
<tr>
<td>Creation of new industry-recognized apprenticeship programs</td>
</tr>
<tr>
<td>English as a Second Language removed from disability determinations</td>
</tr>
<tr>
<td>FOIA loopholes removed as a delay tactic in the food stamp program</td>
</tr>
<tr>
<td>Welfare eligibility checks performed by more contractors</td>
</tr>
<tr>
<td>Program integrity strengthened for unemployment programs during COVID-19 pandemic</td>
</tr>
</tbody>
</table>

**Twenty Federal Wins**
FGA’s rapid growth is a direct result of our donors. Because of their generosity, we have achieved 1,223 total policy victories from 283 state wins and 20 federal wins impacting 868 state policies over the past five years. And when we win, America wins.

While FGA started with just a few angel investors, our family of major donors grew quickly. These early investors inspired others to fight alongside us, and the number of our major donors grew dramatically as a result.

Not only are our investors sticking with us—every major donor from 2016 was still with FGA in 2020—they are also increasing their investments. In fact, gifts from major donors nearly tripled over the past five years, boosting FGA’s revenue from roughly $5.1 million to $13.5 million. Their consistent partnership with FGA has opened the door to major policy wins that are improving millions of lives across the country. And for that, we cannot thank them enough.

“\[The qualities that attracted me in 2011 reinforce my commitment today: FGA’s pro-liberty mission, entrepreneurial management, and policy experts with the talent and energy to confront our major problems.\]"
This year marks my tenth anniversary on FGA’s board of directors. The qualities that attracted me in 2011 reinforce my commitment today: FGA’s pro-liberty mission, entrepreneurial management, and policy experts with the talent and energy to confront our major problems. We’re now in the throes of a pandemic that poses extraordinary difficulties, demanding flexible and rapid response. FGA is uniquely positioned to fashion actionable solutions, educate the public, convince the politicians, and revive American dynamism. If you’re dedicated to fixing our health and welfare systems, targeting regulatory overreach, pruning out-of-control costs, and tackling our cult of dependency, FGA will get the job done.

-BOB LEVY

FGA’s unique strength is the hands-on experience of its team. Many have worked in state bureaucracies. As a result, they understand the intricacies of government-run programs. FGA has shown real progress can be achieved by making small practical changes in arcane rules. Those supposed little tweaks end up undoing much of the damage done by government programs.

Besides that, there is a wonderful down to earth culture at FGA. But then again, that is what happens when folks are successfully dealing with the realities of government programs and bureaucrats.

-KEN AND FRAYDA LEVY

A steady job and the ability to support one’s family are essential to a fulfilling life and to building a more just society. I support the FGA team who are helping millions of people to rise through the power of work.

-STEVE PRYOR
FGA’s Secret Sauce

Inside the strategy

FGA’s entire strategy and structure are built around maximizing the return on our donors’ investment. Our work goes beyond publishing white papers. When we look to expand our impact, we bring in experts from a variety of fields—ranging from seasoned lawyers to media gurus to writers—to turn ideas into reality. Each person serves a specific purpose to push FGA one step closer to its main goal: achieving policy wins to improve lives.
Groundbreaking research

Our process for achieving reform starts the same way it ends: working with our policy champions to address Americans’ most pressing needs. After working with our legislative partners to identify national and state-specific priorities, our research team starts laying the groundwork to turn good ideas into good policy. Because policymakers are more likely to advance reforms when they’ve already been enacted elsewhere, we also produce tracking studies to show the real-life impact of FGA reforms at work. The final product is groundbreaking research that targets Americans’ biggest concerns and builds momentum for reform.

Targeted communications

After the research is complete, our communications team boils down the top findings into a toolkit of easily digestible content designed for policymakers. This toolkit consists of items such as one-pagers that briefly explain the solution, model legislation to expedite the legislative process, and talking points that are message-tested in each policymakers’ state—the resources needed to take a policy idea and make it go into effect. Our communications team also conducts polling on each solution to ensure our agenda draws bipartisan support and resonates with Americans on both sides of the aisle.

Preparing policymakers to win

Using the resources produced by our research and communications teams, our outreach team equips and educates our state and federal partners to push ideas past the finish line. The team’s primary focus is twofold: Be a good partner and prepare policymakers to win. Our team not only ensures that policymakers have the tools needed to see reform through to completion, but also fulfills requests for activities ranging from providing testimony to helping legislators prepare for interviews. The end result? Policy wins that improve millions of lives.
Board of Directors
Tarren Bragdon, President
Andrea Forrest Brock, Chair
Bob Harden
Robert Levy, Founding Member
Steve Pryor
Betty Neighbors, Vice Chair
Bridgett Wagner

Leadership
Tarren Bragdon, President and Chief Executive Officer
Jonathan Bechtle, COO and General Counsel
Jonathan Ingram, Vice President of Policy and Research
Katie Rodgers, Vice President of Outreach and Government Affairs
Nick Stehle, Vice President of Communications
Kelly Fischer, Executive Operations Manager

Communications
Stefani Buhajla, Communications Director
Mikayla DeMasi, Managing Editor
Victoria Eardley, Marketing Director
Kristen Eichamer, Media Relations Director
Corina Gilbert, Creative Director
Sarah Hubal, Internal Systems Director
James Miller, Digital Marketing Director
Dan Reynolds, Senior Editor
Jessica Rizutto, Digital Marketing Manager

Development
Judy Cook, Development Director
Olivia Klosterman, Development Grants Manager
Dan Remmenga, Donor Relations Manager

Talent and Energy
Katie Rodgers | Freedom, fitness, dogs
Chase Martin | Faith, family, and country
Haley Holik | Loves a healthy debate
Tyler Lamensky | Passion for politics
Joe Horvath | Criticizing by creation
Jessica Rizutto | Inspire greatness
Stefani Buhajla | Freedom is worth fighting for
Policy and Research

Sam Adolphsen, Policy Director
Joel Allumbaugh, Visiting Fellow
Josh Archambault, Senior Fellow
Jonathan Bain, Research Fellow
Jomie Barker, Research Fellow
Brian Blase, Visiting Fellow
Trevor Carlisen, Senior Research Fellow
Scott Centorino, Senior Fellow
Hayden Dublois, Senior Research Analyst
Alli Fick, Senior Research Fellow
Haley Holik, Senior Fellow
Nic Horton, Research Director
Joe Horvath, Senior Fellow
Tyler Lamensky, Research Project Manager
Madeline Malisa, Senior Fellow
Chase Martin, Legal Affairs Director

The Team that Drives Change

Maya Noronha, Senior Fellow
Stewart Whitson, Legal Affairs Fellow

Government Affairs

Nick Adolphsen, Government Affairs Director
Andrew Bracy, Outreach Operations Director
Kate Caddock, Federal Affairs Manager
Roy Lenardson, Government Affairs Director
Zoë O’Herin Miller, State Government Affairs Director
Gregg Pfister, Government Affairs Director
Amanda Prater, State Government Affairs Manager
Bryan Sunderland, State Government Affairs Director
Robin Walker, Senior Director of Federal Affairs

4+ years of service
Real Results with Real Impact

Ending the $600 bonus

FGA’s polling, research, and outreach last summer played an instrumental role in stopping a full renewal of the $600 weekly federal unemployment insurance bonus. Passed in March 2020 through the CARES Act, the $600 bonus nearly tripled unemployment benefits. For the average person, this amounted to more than $1,000 per week—the equivalent of more than $50,000 annually.

According to senior staff from the Senate Steering Committee, our polling—which showed that extending the $600 bonus was both bad policy and bad politics—was the only non-media polling senators had on the issue, and “changed the debate” on the Senate floor. Combined with our successful efforts to stop state bailouts, our federal defensive work saved taxpayers $806 billion in 2020 alone.

Helping single-parent families in Nebraska

Because of FGA’s work, Nebraska enacted a major reform to help single-parent families collect past-due or unpaid child support. This solution requires parents to cooperate with child support collection efforts before receiving subsidies, ensuring taxpayers don’t ultimately foot the bill for absent parents.

FINANCIALS

FGA’s massive growth and impact are only possible because of our donors. In just the past two years, the number of our major investors increased by 40 percent. And our donors—new and existing—are sticking with us. In fact, 2020 marked the highest donor retention rate in FGA’s history.

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$9.42M</td>
</tr>
<tr>
<td>2019</td>
<td>$10.10M</td>
</tr>
<tr>
<td>2020</td>
<td>$11.44M</td>
</tr>
</tbody>
</table>
Expanding opportunity for work in Iowa

We worked closely with Iowa Governor Kim Reynolds to successfully advance a major workforce bill that includes three FGA reforms: fee waivers, fresh start, and universal licensing recognition. These wins are not only expanding opportunity for work for those who need it the most—low-income individuals and those with criminal backgrounds—but also strengthening Iowa’s economy.

Creating pathways to well-paying jobs in Missouri

In Missouri, only 35 out of more than 2,000 bills passed in 2020 due to COVID-19 limitations. One of them included three of FGA’s workforce reforms: universal licensing recognition, fresh start, and expanded apprenticeships. This was a major win for the people of Missouri—our reforms began expanding opportunities for work and opening up alternative pathways to well-paying jobs at a critical time.

Strengthening Louisiana’s unemployment insurance program

In October, Louisiana passed four FGA solutions to strengthen its unemployment insurance program. These four reforms, combined into an omnibus bill based on FGA’s model legislation, drew strong bipartisan support, passing unanimously through both chambers and signed into law by a Democrat governor. We anticipate that entering 2021 with this bipartisan momentum—achieved during the middle of an election season—will position us to successfully advance major unemployment reform nationwide.
FGA’s policy agenda for 2021

The stakes are at an all-time high. The reforms we can achieve in 2021 will set the stage for our nation’s prosperity in recovery and beyond. We are seizing this moment and launching a national effort to improve election integrity and ballot initiative integrity. The goal of our 38-solution election and initiative integrity agendas is simple: Protect the legislative process and close legal loopholes that erode trust in elections. We are also advancing more than 30 welfare, workforce, and health care policy solutions across the country to promote more work, more opportunity, and more startups.
Election Integrity
Secure and fair elections are necessary for preserving self-governance and the American way of life. Sadly, the public’s trust in elections has eroded. The good news? States can make policy changes to restore public trust in the election process. Our suite of election integrity policy recommendations are designed to improve and protect the integrity of future elections by increasing accountability and transparency.

Initiative Integrity
When the Left can’t pass their radical policies through conservative state legislatures, they attack red states through ballot initiatives. It’s how they’ve passed policies such as mandatory vote by mail, welfare expansions, and job-killing minimum wage hikes. Our reforms can fundamentally change the initiative organizing process to increase integrity, prevent exploitation, and add new checks and balances.

Health Care
Rising health care costs and one-size-fits-all solutions have led to limited, expensive options for consumers. FGA’s health care solutions seek to change that by increasing consumer choice and empowering Americans to take control of their health coverage, allowing them to exchange one-size-fits-none health care for quality, affordable health coverage.

Welfare
In 2020, we saw a massive expansion of welfare benefits and programs that some are now trying to make permanent. We also know the longer a person receives support from the government, the more difficult it becomes for that person to leave welfare. Our solutions aim to reduce dependency by improving program integrity and ensuring that individuals have the incentive and opportunity to reenter the workforce.

Workforce
The pandemic challenged the widely held belief that a four-year degree is the best—and only—pathway to a successful career. For perhaps the first time in decades, there is an increased interest in non-traditional pathways to high-paying jobs. FGA’s solutions can foster and grow this momentum by removing government red tape surrounding alternatives such as apprenticeships, licensed occupations, and entrepreneurship.