

A woman with blonde hair, wearing a black blazer over a blue top and a multi-strand necklace, stands behind a set dining table. The table is set with white plates, bowls, and glasses. An American flag is visible in the background to the right. The text "Because of You" is overlaid in large white letters.

Because of You

FGA





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.

Four Years of Federal Firepower



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.

FOUR^[4] years

STATUTORY ^S

\$600
unemployment
bonus blocked ^S

State and local
bailouts blocked ^S

Ended work
requirement
waiver loopholes

ObamaCare's
individual
mandate penalty
repealed ^S

Association health
plans allowed

Short-term health
care plans
allowed

Allowed tax-
advantaged
accounts for
portable health
coverage

Lottery winners
removed from
food stamps

Lottery winners
removed from
Medicaid ^S

Food stamp
enrollment fraud
crosschecks
added ^S

Work requirement
exemptions for
able-bodied
adults reduced ^S

Work requirement
exemptions for
multiple years
eliminated

Higher welfare
enrollment
bonuses
eliminated ^S

Real cost
estimates required
for hospitals

Real cost
estimates required
for insurers

Creation of
new industry-
recognized
apprenticeship
programs

English as a
Second
Language
removed
from disability
determinations

FOIA loopholes
removed as a
delay tactic in
the food stamp
program

Welfare eligibility
checks performed
by more
contractors

Program integrity
strengthened for
unemployment
programs
during COVID-19
pandemic

TWENTY^[20] federal wins



Grow or Die

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. ”



Bob

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



Steve

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



Ken and Frayda

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



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.



Targeted communications

VOTERS SUPPORT Reporting Those Who Refuse to Work

Voters support requiring businesses to report employees who refuse to return to work after a layoff.

Group	SUPPORT	OPPOSE	UNSURE
ALL VOTERS	67%	19%	13%
REPUBLICANS	41%	31%	29%
DEMOCRATS	85%	9%	6%
INDEPENDENTS	66%	16%	17%

■ SUPPORT ■ OPPOSE ■ UNSURE

THESE MESSAGES WORK BEST

SIMPLE PROCESS

Voters like the idea that reporting would be a simple process and would not be burdensome for employers.

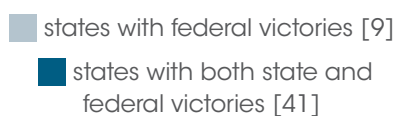
Group	SUPPORT	OPPOSE	UNSURE
ALL VOTERS	72%	18%	10%
REPUBLICANS	43%	31%	26%
DEMOCRATS	83%	10%	7%
INDEPENDENTS	58%	18%	24%

COLLECTING IS FAIR

Voters are concerned that collecting unemployment after refusing to return to work is unfair.

Group	SUPPORT	OPPOSE	UNSURE
ALL VOTERS	71%	18%	11%
REPUBLICANS	42%	30%	28%
DEMOCRATS	85%	10%	5%
INDEPENDENTS	60%	20%	20%

■ MORE LIKELY ■ LESS LIKELY ■ UNSURE



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.

Talent and Energy



Katie Rodgers | Freedom, fitness, dogs

Board of Directors

Tarren Bragdon, President

Andrea Forrest Brock, Chair

Bob Harden

Robert Levy, Founding Member

Steve Pryor

Betty Neighbors, Vice Chair

Bridgett Wagner



Chase Martin | Faith, family, and country

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



Tyler Lamensky
Passion for politics



Haley Holik
Loves a healthy debate

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

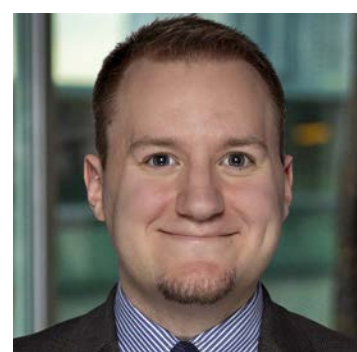
James Miller, Digital Marketing Director

Dan Reynolds, Senior Editor

Jessica Rizzuto, Digital Marketing Manager



Jessica Rizzuto
Inspire greatness



Joe Horvath
Criticizing by creation

Development

Judy Cook, ★ Development Director

Olivia Klosterman, Development Grants Manager

Dan Remmenga, ★ Donor Relations Manager



Stefani Buhajla
Freedom is worth fighting for



Andrew Bracy | Dare mighty things

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 Carlsen, 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



Olivia Klosterman
Family, fitness, and dogs



Alli Fick | Happy to be here

The Team that Drives Change



Sarah Hubal
Proud new mom



Kate Caddock
Lifelong learner

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

**Hayden
Dublois**
Passionately
focused on
expanding
liberty



★ 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.

REVENUE

2018	\$9.42M
2019	\$10.10M
2020	\$11.44M

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.



Expanding opportunity for work in Iowa

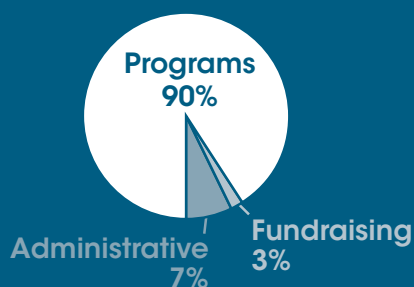
We worked closely with Iowa Governor Kim Reynolds to successfully advance a major workforce bill that includes three FGA reforms: fee waivers, fresh start, and universal licensing recognition. These wins are not only expanding opportunity for work for those who need it the most—low-income individuals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



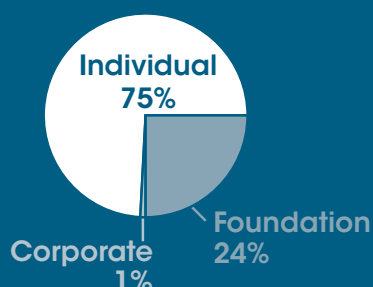
Creating pathways to well-paying jobs in Missouri

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.

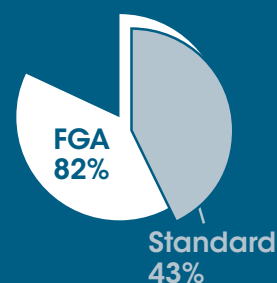
SPENDING



PARTNERS



OVERALL DONOR RETENTION





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.

Looking Forward

2021



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.



TheFGA.org

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