

From: [Renck, Samantha](#)
To: [Brendan Carr](#)
Subject: [EXTERNAL]: Media Request - Podcast Interview Request
Date: Friday, December 16, 2022 12:56:32 PM

You don't often get email from samantha.renck@heritage.org. [Learn why this is important](#)

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Good afternoon Mr. Carr,

I hope all is well! I'm reaching out from The Daily Signal, the multimedia news organization of The Heritage Foundation, to see if you would be interested in joining our podcast next week to discuss recent legislation on TikTok, how parents can protect their kids, and how the government would be able to implement a ban of the app.

If interested, do you have availability on Tuesday for an interview? If not, please let me know if another time would work for you.

Thank you very much for your time and consideration.

Best regards,

Samantha Renck Aschieris

(b) (6)

[Samantha Renck](#)

Senior News Producer, The Daily Signal
The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002
202-608-6290

heritage.org

From: [Lima-Strong, Cristiano](#)
To: [Brendan Carr](#); [Greg Watson](#)
Subject: [EXTERNAL]: Re: Wash Post inquiry on FCC & Project 2025
Date: Wednesday, July 10, 2024 5:34:36 PM

You don't often get email from cristiano.lima@washpost.com. [Learn why this is important](#)

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Hi,

I just wanted to follow-up and give you all a chance to response to a few more comments I've received on this.

I've spoken to several consumer advocates who expressed concern that the proposal as outlined would deviate from the FCC's traditional focus on the telecom sector, to the benefit of giants like Verizon and AT&T. "It's a reckless compilation of ideological, pro-corporate proposals," said Robert Weissman, president of Public Citizen.

TechFreedom's Berin Szóka suggested you were using your role in Project 2025 to "campaign to become the next FCC chief."

I'm able to extend the deadline to 8:30 a.m. tomorrow in case you have comment.

From: Lima-Strong, Cristiano
Sent: Wednesday, July 10, 2024 12:42 PM
To: brendan.carr@fcc.gov <brendan.carr@fcc.gov>; [Greg Watson](mailto:gregory.watson@fcc.gov) <gregory.watson@fcc.gov>
Subject: Wash Post inquiry on FCC & Project 2025

Greetings Commissioner Carr,

I hope this note finds you doing well.

I'm reaching regarding comments made by two Democrats on the House Energy and Commerce Committee at yesterday's budget hearing expressing concern about your involvement and proposals in the Project 2025 plan, which I've transcribed below.

Reps. Dingell and Fletcher voiced concern that the plan would effectively gut the agency and its mission, as well as undermining its status as an independent enforcement agency, which [some outside advocates have noted as well](#).

I was wondering if you had a response to these remarks? I'm looking into the topic for a

potential newsletter for tomorrow morning, and looking for a reply by 9 p.m. I'd be happy to field an emailed comment or hop on the phone to talk through.

Many thanks!

Rep. Debbie Dingell: “There is increasing concern about extreme Republican efforts to destroy agencies like the FCC and the important role it plays on behalf of the public in overseeing critical services like our communication networks. These Republican attacks against our federal agencies would be devastating for consumers and would only help powerful companies to increase their profits even more. Trump's Project 2025 plan, authored in part by a Republican commissioner before us today, would exasperate these consumer harms by eliminating expert agencies, gutting the civil service and consolidating power under the president. This will have serious negative consequences for Americans, leading to higher prices, lower quality surfaces and decreased safety and security. We simply cannot allow that to happen.”

Rep. Lizzie Fletcher: “I don't think I can close without mentioning my surprise that FCC officials that are nominated by the president and confirmed by the Senate are listed as contributors to the Project 2025 plan, which is really a blueprint for dismantling our government and eviscerating agencies like this one and others and fundamentally changing our country. I'm surprised and very disappointed to see that.”

All the best,
Cristiano Lima-Strong

Tech Policy Reporter | The Washington Post

Phone: (912)344-1978

Twitter: [@viaCristiano](#)

Signal: +19123441978

Encrypted: viacristiano@protonmail.com

Subscribe to the [Tech Brief here](#).

From: [Greg Watson](#)
To: [Brendan Carr](#)
Subject: FW: [EXTERNAL]: FCC under a 2nd Trump Administration
Date: Monday, July 1, 2024 12:30:29 PM

(b) (5)

From: Tayloe, Monty <mtayloe@warren-news.com>
Sent: Monday, July 1, 2024 12:11 PM
To: Greg Watson <Gregory.Watson@fcc.gov>; Brendan Carr <Brendan.Carr@fcc.gov>
Subject: [EXTERNAL]: FCC under a 2nd Trump Administration

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Hi Greg and Commissioner Carr,

I'm writing something for Communications Daily about what the FCC might look like this time around under a second term for President Trump, and I was hoping to talk to the Commissioner for it since he is one of the authors of the Project 2025 plan and widely seen as a potential Chair under Trump. I'd love to get some thoughts on that plan, who might drive telecom policy in a Trump 2.0 administration, what the focus might be, and what changes we might see at the agency. Any chance we could set up a call this week or next week? I could be pretty fast.

Thanks,

Monty Tayloe
Associate Editor
Communications Daily
703 728 0227

From: [Brendan Carr](#)
To: [Greg Watson](#)
Subject: FW: [EXTERNAL]: Press Request for Comment (Forbes): Democrat Request for Investigation
Date: Wednesday, July 17, 2024 3:13:00 PM

From: Durkee, Alison <adurkee@forbes.com>
Sent: Wednesday, July 17, 2024 3:12 PM
To: Brendan Carr <Brendan.Carr@fcc.gov>
Subject: Re: [EXTERNAL]: Press Request for Comment (Forbes): Democrat Request for Investigation

You don't often get email from adurkee@forbes.com. [Learn why this is important](#)

Thanks so much, Brendan! I will update my piece to include your response.

Best,
Alison

From: Brendan Carr <Brendan.Carr@fcc.gov>
Date: Wednesday, July 17, 2024 at 2:46 PM
To: Durkee, Alison <adurkee@forbes.com>
Subject: Re: [EXTERNAL]: Press Request for Comment (Forbes): Democrat Request for Investigation

Thanks for reaching out, Alison. I sought guidance from the FCC's career ethics officials before writing the chapter. The FCC's career ethics official approved of me participating in my personal capacity, which I did. And I made clear to Heritage that I would only be participating in my personal capacity. As to my title, the FCC's career ethics official said that I could include my current position in any bio I supplied to Heritage along with other biographical details, and that is what I did.

- Brendan

From: Durkee, Alison <adurkee@forbes.com>
Sent: Wednesday, July 17, 2024 1:05 PM
To: Brendan Carr <Brendan.Carr@fcc.gov>; MediaRelations <MediaRelations@fcc.gov>
Subject: [EXTERNAL]: Press Request for Comment (Forbes): Democrat Request for Investigation

You don't often get email from adurkee@forbes.com. [Learn why this is important](#)

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Hi Mr. Carr,

I'm a news reporter at Forbes and am getting in touch to see if you have any comment on the [letter](#) sent by Democratic lawmakers today calling for an ethics investigation into your

participation in Project 2025? Thanks so much.

Best,
Alison Durkee

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From: [Benjamin Arden](#)
To: [Brendan Carr](#)
Cc: [Gregory A. Watson](#); [Danielle Thumann](#); [Drema Johnson](#)
Subject: Fw: [OUTSIDE ACTIVITY/HATCH ACT]: Ethics Approval - Commissioner Carr / Heritage Foundation Policy Primer
Date: Friday, September 16, 2022 12:41:08 PM

FYI, you have been approved to provide the chapter with the recommendation that this be done in your personal capacity. Additional details below on bio, drafting, etc.

From: Ellen Herr <Ellen.Herr@fcc.gov>
Sent: Thursday, September 15, 2022 4:08 PM
To: Benjamin Arden <Benjamin.Arden@fcc.gov>; Ethics Approvals <Ethics.Approvals@fcc.gov>
Cc: Drema Johnson <Drema.Johnson@fcc.gov>; Kathleen Fulp <Kathleen.Fulp@fcc.gov>
Subject: [OUTSIDE ACTIVITY/HATCH ACT]: Ethics Approval - Commissioner Carr / Heritage Foundation Policy Primer

Hi Ben –

Thanks for sending this one our way for guidance. Just to summarize, Commissioner Carr has been asked to write a chapter on FCC priorities for a publication by the Heritage Foundation called, “Blueprint for a New Administration.” The Commissioner would not receive compensation for his contribution. Thank you for providing a link to the most recent past version of this publication. You are correct that writing this chapter, as you have described it, and based on what I saw in the prior version of the publication, would not constitute political activity under the Hatch Act since it does not appear that it would be activity directed toward the success or failure of any current partisan political candidate or partisan political party or group.

We have advised Commissioners in the past regarding similar publications. Since the Commissioner will not be receiving compensation, he will not run afoul of the rule against outside compensation for Senate-confirmed officials. We recommend Commissioner Carr write this chapter in his personal capacity. He would, of course, not be able to use any non-public information in the preparation of the chapter. The Commissioner should also not use his official title, but can be referred to as “The Honorable Brendan Carr” instead of “FCC Commissioner Brendan Carr.” In addition, any bio supplied to the Heritage Foundation can include the Commissioner’s current position, but should also include other relevant biographical details with no more importance given to his current position than to any other relevant detail. See 5 CFR 2635.702(b) and 5 CFR 2635.807(b). Finally, since the Commissioner would be writing this chapter in his personal capacity, staff should not be asked to work on the composition of the chapter, although they can assist in corresponding to the Heritage Foundation or scheduling meetings or calls, if necessary.

Finally, we wanted to mention that in looking at the contributors on the most recent past version of this publication that you linked below, none of the contributors was a Government official or current political appointee. While we do not see any particular bar in the Ethics rules, we wanted to mention this fact in case the Commissioner wanted to consider whether contributing as a current appointee of an independent agency would be the best course of action and in line with the intent of the publication.

Thank you and please let us know if there are any additional questions.

Thanks,

Ellen

Ellen Herr

*Attorney/Ethics Official
OGC/Ethics Team
Rm. 10.315
Office: 202-418-2927
Telework: (b) (6)
Team Email: Ethics.Approvals@fcc.gov
Non-Public: For Internal Use Only*

From: Benjamin Arden <Benjamin.Ardens@fcc.gov>
Sent: Tuesday, September 13, 2022 3:57 PM
To: Ethics Approvals <Ethics.Approvals@fcc.gov>
Cc: Drema Johnson <Drema.Johnson@fcc.gov>
Subject: Ethics Approval - Commissioner Carr / Heritage Foundation Policy Primer

Hello,

Commissioner Carr has been asked to contribute a chapter on FCC priorities for a book the Heritage Foundation puts out every four years (or so). While we do not believe there is an ethical/Hatch Act bar against doing so, we wanted to get OGC's thoughts on the matter.

The Heritage Foundation is a 501(c)(3) organization. As the IRS [notes](#):

"Under the Internal Revenue Code, all section 501(c)(3) organizations are absolutely prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or in opposition to) any candidate for elective public office." As such, we do not believe that the Commissioner's contribution (for which he will not be compensated) would be considered political activity or otherwise fall under the Hatch Act. The Commissioner would also be careful to limit his submission to policy in order to avoid any Hatch Act exposure.

The purpose of the materials is to serve as a policy roadmap for an administration (new or otherwise), without regard to who holds the office. Here is a past sample for additional context: http://thf_media.s3.amazonaws.com/2016/BlueprintforaNewAdministration.pdf.

We would like to begin working on the submission as soon as possible, so I would be happy to discuss further if that would assist in your review.

Best,

Ben
Benjamin D. Arden
Chief of Staff & Legal Advisor
Office of Commissioner Brendan Carr
Federal Communications Commission
Washington, DC 20554
202-418-0288

From: [Drema Johnson](#)
To: [Brendan Carr](#)
Cc: [Benjamin Arden](#)
Subject: FW: Connecting good people
Date: Tuesday, October 18, 2022 10:28:48 AM
Attachments: [~WRD0000.jpg](#)
Importance: High

Instructions for Heritage today

From: Connolly, Bryce <Bryce.Connolly@heritage.org>

Sent: Tuesday, October 18, 2022 10:26 AM

To: Benjamin Arden <Benjamin.Arden@fcc.gov>; Bonham, Crystal <Crystal.Bonham@heritage.org>;
Drema Johnson <Drema.Johnson@fcc.gov>

Subject: Re: Connecting good people

Perfect! When he enters the lobby, all he has to do is let the front desk know what he is here for and I'll meet him.

[Bryce Connolly](#)

Executive Assistant to the President

202-430-3780

From: Benjamin Arden <Benjamin.Arden@fcc.gov>

Sent: Tuesday, October 18, 2022 10:23:10 AM

To: Bonham, Crystal <Crystal.Bonham@heritage.org>; Drema Johnson <Drema.Johnson@fcc.gov>

Cc: Connolly, Bryce <Bryce.Connolly@heritage.org>

Subject: Re: Connecting good people

Thanks, Crystal. The Commissioner will be coming solo, but we'll let him know that Bryce will be there to escort him.

From: Bonham, Crystal <Crystal.Bonham@heritage.org>

Sent: Tuesday, October 18, 2022 10:18 AM

To: Drema Johnson <Drema.Johnson@fcc.gov>; Benjamin Arden <Benjamin.Arden@fcc.gov>

Cc: Connolly, Bryce <Bryce.Connolly@heritage.org>

Subject: Re: Connecting good people

Great! When Ben arrives, Bryce Connolly will escort him to the studio.

[Crystal Bonham](#)

Senior Advisor, Communications
The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002
202-608-6067

heritage.org

From: Drema Johnson <Drema.Johnson@fcc.gov>
Sent: Tuesday, October 18, 2022 10:13 AM
To: Bonham, Crystal <Crystal.Bonham@heritage.org>; Benjamin Arden <Benjamin.Arden@fcc.gov>
Subject: RE: Connecting good people
No transportation needed – thanks Crystal

From: Bonham, Crystal <Crystal.Bonham@heritage.org>
Sent: Tuesday, October 18, 2022 10:10 AM
To: Benjamin Arden <Benjamin.Arden@fcc.gov>; Drema Johnson <Drema.Johnson@fcc.gov>
Subject: Re: Connecting good people

You don't often get email from crystal.bonham@heritage.org. [Learn why this is important](#)

Good to go on our end! He's good on transportation, right? No parking needed.

Crystal Bonham

Senior Advisor, Communications
The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002
202-608-6067
heritage.org

From: Benjamin Arden <Benjamin.Arden@fcc.gov>
Sent: Tuesday, October 18, 2022 9:35 AM
To: Bonham, Crystal <Crystal.Bonham@heritage.org>; Drema Johnson <Drema.Johnson@fcc.gov>
Subject: Re: Connecting good people
Hi, Crystal.

The Commissioner is looking forward to the podcast today. Any last-minute things we should be aware of?

Otherwise, he'll be there later this morning.

Thanks!

Ben

From: Bonham, Crystal <Crystal.Bonham@heritage.org>
Sent: Wednesday, September 21, 2022 12:17 PM
To: Benjamin Arden <Benjamin.Arden@fcc.gov>; Drema Johnson <Drema.Johnson@fcc.gov>
Subject: Re: Connecting good people

Howdy!

We'd love to find a time for Dr. Roberts and Brendan to chat for about 45 minutes here in-studio at Heritage. Right now, I think we can look at October dates? Here's what we have open at the moment:

Monday 3rd: 2-3pm

Wednesday 5th: 1-2pm

Wednesday 12th: 3:30-5pm

Tuesday 18th: 11-12pm

Tuesday 25th: 10:30-11:30

Let me know if any of the above dates work!

Best,

Crystal Kate

Crystal Bonham

Senior Advisor, Communications

The Heritage Foundation

214 Massachusetts Avenue, NE

Washington, DC 20002

202-608-6067

heritage.org

From: Benjamin Arden <Benjamin.Arden@fcc.gov>

Sent: Tuesday, September 20, 2022 12:44 PM

To: Bonham, Crystal <Crystal.Bonham@heritage.org>; Drema Johnson <Drema.Johnson@fcc.gov>

Subject: Re: Connecting good people

(Removing the Commissioner)

Hi, Crystal.

Drema and I can help with scheduling. Just let us know when you are thinking.

Thanks!

Ben

Chief of Staff & Legal Advisor

FCC Commissioner Carr

From: Brendan Carr <Brendan.Carr@fcc.gov>

Sent: Tuesday, September 20, 2022 12:36 PM

To: Crystal.Bonham@heritage.org <Crystal.Bonham@heritage.org>

Cc: Benjamin Arden <Benjamin.Arden@fcc.gov>

Subject: RE: Connecting good people

Hi Crystal -- adding one of my advisors Ben Arden. Would be happy to join Kevin on his pod. I've done a lot recently on reining in Big Tech that tracks with some of Heritage's work, for instance.

- Brendan

Brendan Carr

Commissioner

Federal Communications Commission

From: Coopersmith, Wesley <Wesley.Coopersmith@heritage.org>

Sent: Monday, September 12, 2022 5:49 PM

To: Brendan Carr <Brendan.Carr@fcc.gov>; Bonham, Crystal <Crystal.Bonham@heritage.org>

Subject: Re: [EXTERNAL]: RE: Connecting good people

You don't often get email from wesley.coopersmith@heritage.org. [Learn why this is important](#)

Brendan connecting you with the producer of the Kevin Roberts show - Crystal. I'll let you two take it

from here.

Wesley Coopersmith

Chief of Staff to the President
The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002
202-608-6038
heritage.org

From: Brendan Carr <Brendan.Carr@fcc.gov>

Sent: Monday, September 12, 2022 5:00:03 PM

To: Coopersmith, Wesley <Wesley.Coopersmith@heritage.org>

Subject: Re: [EXTERNAL]: RE: Connecting good people

Great to reconnect. Give me a call on my cell this week. (b) (6)

- Brendan

From: Coopersmith, Wesley <Wesley.Coopersmith@heritage.org>

Sent: Friday, September 9, 2022 1:35 PM

To: Nathan Leamer <nleamer@targetedvictory.com>; Brendan Carr <Brendan.Carr@fcc.gov>

Subject: [EXTERNAL]: RE: Connecting good people

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Thanks Nathan. Brendan good to connect again. Let me know if you have 15 min to chat today or next week if that's better.

Best,

Wesley Coopersmith

Chief of Staff to the President
The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002
202-608-6038
heritage.org

From: Nathan Leamer <nleamer@targetedvictory.com>

Sent: Friday, September 9, 2022 12:51 PM

To: Coopersmith, Wesley <Wesley.Coopersmith@heritage.org>; brendan.carr@fcc.gov

Subject: Connecting good people

Brendan,

Per our call yesterday I wanted to connect you with Wes Coopersmith of Heritage. They are working on a cool project I think you might be interested in.

Wes, here is the Commissioner. Brendan is doing amazing things for innovation and standing up to threats in the tech space.

Hope you guys can connect.

Image removed by sender.



Nathan Leamer

Vice President

From: [Louis Riggs](#)
To: [Brendan Carr](#)
Subject: Project 2025: Brendan Carr's Agenda for the FCC | Benton Institute for Broadband & Society
Date: Friday, July 19, 2024 11:44:35 AM

[You don't often get email from louis.riggs@house.mo.gov. Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

Bravo!!

Louis Riggs
FCC IAC
Missouri House of Representatives

https://urldefense.proofpoint.com/v2/url?u=https-3A__www.benton.org_blog_project-2D2025-2Dbrendan-2Dcarrs-2Dagenda-2Dfcc&d=DwIFAg&c=y0h0omCe0jAUGr4gAQ02Fw&r=d1sGuDjZ3yGnvE-CUSoLQus_E6ZQBDkD8hJ39YgjXTE&m=EmZddeFuCWWocAhiIqrrlr8AFOanL7GB-ploX9M4gs7JCMYfbb3HskHzglkr_NPG&s=U-jySKm8KW_-xF5Oit6wKCn2BNdWLQtFjq8O0auMWB8&e=

Sent from my iPhone

From: [Brendan Carr](#)
To: [Coopersmith, Wesley](#)
Cc: [Dans, Paul](#); [Chretien, Spencer](#); [Brendan Carr](#)
Subject: Re: [EXTERNAL]: 2025 Presidential Transition Project Invite
Date: Friday, September 30, 2022 6:31:36 AM

Thanks all for reaching out on this. I'm happy to do it. The FCC's ethics officials have signed off on me doing a chapter on FCC issues. I will have to do it in my personal capacity, which in this case just means that my title can't be "Commissioner Carr," but a description of my bio, if you include those things, can note that I am an FCC Commissioner. I can still use the "Honorable" title, though, in lieu of the Commissioner title.

My personal email is (b) (6) which is probably the best place to discuss the chapter and timing etc.

- Brendan

From: Coopersmith, Wesley <Wesley.Coopersmith@heritage.org>
Sent: Friday, September 23, 2022 4:08 PM
To: Brendan Carr <Brendan.Carr@fcc.gov>
Cc: Dans, Paul <Paul.Dans@heritage.org>; Chretien, Spencer <Spencer.Chretien@heritage.org>
Subject: [EXTERNAL]: 2025 Presidential Transition Project Invite

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Brendan,

Heritage invites you to join the 2025 Presidential Transition Project as the lead author of Chapter 29 of Heritage's Mandate for Leadership: The Conservative Promise. This chapter focuses on the FCC. Paul/Spencer can follow up with more details early next week, but I wanted to get this on your radar now.

Thank you for your consideration.

Best,

[Wesley Coopersmith](#)

Chief of Staff to the President
The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002
202-608-6038

[heritage.org](https://www.heritage.org)

From: Benjamin Arden
To: Popp, John; Brendan Carr
Cc: Renck, Samantha
Subject: Re: [EXTERNAL]: Interview Record Link
Date: Tuesday, December 20, 2022 5:50:56 AM

Thanks, John. The Commissioner can be reached at (b) (6)

From: Popp, John <John.Popp@heritage.org>
Sent: Monday, December 19, 2022 11:49 PM
To: Brendan Carr <Brendan.Carr@fcc.gov>; Benjamin Arden <Benjamin.Ardens@fcc.gov>
Cc: Renck, Samantha <Samantha.Renck@heritage.org>
Subject: [EXTERNAL]: Interview Record Link

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https://riverside.fm/studio/tds_122022_int_brendan-carr?t=fe9d26eba53ce5c02160

Please use the above link for the interview.

- We will record the interview via the podcast platform Riverside.fm.
- You will need a laptop or desktop computer with a built in or external (preferred) microphone.
- Ear buds or headphones are preferred as well, but we can record without them if necessary.
- You must use Chrome for the interview (Not in stealth or private mode).
- You can also use an iPhone to access the link and record the interview if necessary. If you are using an iPhone, please download the Riverside.fm app for iOS.
- **Riverside will not work on an iPad.**
- Once again, ear buds or headphones are preferred.
- Please silence all alerts, ringers and sounds on your computer and phone.
- Finally, it is **very** important that you do not leave the session, hang up or close the browser window until your file is uploaded.
- **Please give us a phone number for the guest as backup for the interview**

If you have questions or are experiencing technical difficulties, please call me at (b) (6)

Thanks!

John Popp

John Popp

Audio Producer, Digital Productions
The Heritage Foundation

214 Massachusetts Avenue, NE
Washington, DC 20002
202-608-6235
heritage.org

From: [Brendan Carr](#)
To: [Nick Robertson](#)
Subject: Re: [EXTERNAL]: Media Request: House Dems question Carr involvement in Project 2025
Date: Wednesday, July 17, 2024 2:44:27 PM

Thanks, Nick. I sought guidance from the FCC's career ethics officials before writing the chapter. The FCC's career ethics official approved of me participating in my personal capacity, which I did. And I made clear to Heritage that I would only be participating in my personal capacity. As to my title, the FCC's career ethics official said that I could include my current position in any bio I supplied to Heritage along with other biographical details, and that is what I did.

- Brendan

From: Nick Robertson <NRobertson@TheHill.com>
Sent: Wednesday, July 17, 2024 12:18 PM
To: MediaRelations <MediaRelations@fcc.gov>; Brendan Carr <Brendan.Carr@fcc.gov>
Subject: [EXTERNAL]: Media Request: House Dems question Carr involvement in Project 2025

Some people who received this message don't often get email from nrobertson@thehill.com. [Learn why this is important](#)

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Good afternoon,

I'm reaching out for comment on criticism from a group of House Dems who claim Commissioner Brendan Carr [improperly used his office](#) in making contributions to the Heritage Foundation's Project 2025 document. He is listed as a contributor on the project's site.

"Given the close ties between Project 2025, Trump, and his re-election campaign, it is deeply troubling that Commissioner Carr would use his official title and position to author part of the political playbook for a Republican presidential candidate," the lawmakers wrote. "This potential misuse of title raises serious questions about Commissioner Carr's commitment to keeping his private political activities separate from his official duties. Therefore, we ask the relevant authorities to determine to what extent Commissioner Carr violated the Misuse of Position Rule or leveraged his government office in other ways to enhance his personal standing or advance the private and political interests of Project 2025."

Any comment on these claims would be appreciated for our coverage. Thank you!

Nick Robertson
Breaking News, The Hill
[\(513\) 904-3702](#)

From: [Brendan Carr](#)
To: [Jake Neenan](#)
Subject: RE: [EXTERNAL]: Press inquiry
Date: Wednesday, July 17, 2024 4:36:00 PM

Thanks for reaching out, Jake. I sought guidance from the FCC's career ethics officials before writing the chapter. The FCC's career ethics official approved of me participating in my personal capacity, which I did. And I made clear to Heritage that I would only be participating in my personal capacity. As to my title, the FCC's career ethics official said that I could include my current position in any bio I supplied to Heritage along with other biographical details, and that is what I did.

- Brendan

From: Jake Neenan <jake@broadbandcensus.com>
Sent: Wednesday, July 17, 2024 4:07 PM
To: Brendan Carr <Brendan.Carr@fcc.gov>
Subject: [EXTERNAL]: Press inquiry

You don't often get email from jake@broadbandcensus.com. [Learn why this is important](#)

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Hi Commissioner Carr,

I hope you're doing well. I'm working on a quick story on [this letter](#) some House Democrats sent to the FCC's OIG and others regarding your authoring a chapter of the Project 2025 policy agenda.

I'm just wondering if you have any comment on the allegation that using your FCC title was a violation of the Misuse of Position Rule or the Hatch Act.

Thanks so much,
Jake

Jake Neenan
Reporter
Broadband Breakfast
jake@breakfast.media

From: [Coopersmith, Wesley](#)
To: [Brendan Carr](#)
Subject: RE: [EXTERNAL]: RE: Connecting good people
Date: Monday, September 12, 2022 5:42:51 PM

You don't often get email from wesley.coopersmith@heritage.org. [Learn why this is important](#)

And here is the 2016 edition.

http://thf_media.s3.amazonaws.com/2016/BlueprintforaNewAdministration.pdf

Wesley Coopersmith

Chief of Staff to the President
The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002
202-608-6038
heritage.org

From: Coopersmith, Wesley
Sent: Monday, September 12, 2022 5:40 PM
To: Brendan Carr <Brendan.Carr@fcc.gov>
Subject: RE: [EXTERNAL]: RE: Connecting good people
Here is a link to part of the book:
https://www.jcampbell.com/docs-campbell/articles/1981_Mandate_for_Leadership.pdf
Does that work on your end?

From: Brendan Carr <Brendan.Carr@fcc.gov>
Sent: Monday, September 12, 2022 5:00 PM
To: Coopersmith, Wesley <Wesley.Coopersmith@heritage.org>
Subject: Re: [EXTERNAL]: RE: Connecting good people
Great to reconnect. Give me a call on my cell this week. (b) (6)
- Brendan

From: Coopersmith, Wesley <Wesley.Coopersmith@heritage.org>
Sent: Friday, September 9, 2022 1:35 PM
To: Nathan Leamer <nleamer@targetedvictory.com>; Brendan Carr <Brendan.Carr@fcc.gov>
Subject: [EXTERNAL]: RE: Connecting good people

You don't often get email from wesley.coopersmith@heritage.org. [Learn why this is important](#)

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Thanks Nathan. Brendan good to connect again. Let me know if you have 15 min to chat today or next week if that's better.

Best,

Wesley Coopersmith

Chief of Staff to the President
The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002
202-608-6038

heritage.org

From: Nathan Leamer <nleamer@targetedvictory.com>

Sent: Friday, September 9, 2022 12:51 PM

To: Coopersmith, Wesley <Wesley.Coopersmith@heritage.org>; brendan.carr@fcc.gov

Subject: Connecting good people

Brendan,

Per our call yesterday I wanted to connect you with Wes Coopersmith of Heritage. They are working on a cool project I think you might be interested in.

Wes, here is the Commissioner. Brendan is doing amazing things for innovation and standing up to threats in the tech space.

Hope you guys can connect.



Nathan Leamer

Vice President

From: [Benjamin Arden](#)
To: [Brendan Carr](#)
Subject: Re: 2025 Presidential Transition Project Invite
Date: Friday, September 23, 2022 7:06:35 PM

Chapter 1. Improving Office Communications

From: Brendan Carr <Brendan.Carr@fcc.gov>
Sent: Friday, September 23, 2022 6:59 PM
To: Benjamin Arden <Benjamin.Arden@fcc.gov>
Subject: 2025 Presidential Transition Project Invite
I thought I told them Yes to this already in personal capacity.

From: Coopersmith, Wesley <Wesley.Coopersmith@heritage.org>
Sent: Friday, September 23, 2022 4:08 PM
To: Brendan Carr <Brendan.Carr@fcc.gov>
Cc: Dans, Paul <Paul.Dans@heritage.org>; Chretien, Spencer <Spencer.Chretien@heritage.org>
Subject: [EXTERNAL]: 2025 Presidential Transition Project Invite

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Brendan,
Heritage invites you to join the 2025 Presidential Transition Project as the lead author of Chapter 29 of Heritage's Mandate for Leadership: The Conservative Promise. This chapter focuses on the FCC. Paul/Spencer can follow up with more details early next week, but I wanted to get this on your radar now.
Thank you for your consideration.
Best,

[Wesley Coopersmith](#)

Chief of Staff to the President
The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002
202-608-6038

[heritage.org](https://www.heritage.org)

From: [Benjamin Arden](#)
To: [Brendan Carr](#); [Danielle Thumann](#); [Gregory A. Watson](#)
Subject: Re: Heritage writing project.
Date: Monday, September 12, 2022 10:09:03 PM

(b) (5)

From: Brendan Carr <Brendan.Carr@fcc.gov>
Sent: Monday, September 12, 2022 8:18 PM
To: Benjamin Arden <Benjamin.Arden@fcc.gov>; Danielle Thumann <Danielle.Thumann@fcc.gov>; Gregory A. Watson <Gregory.Watson@fcc.gov>
Subject: Re: Heritage writing project.
I think Spring

From: Benjamin Arden <Benjamin.Arden@fcc.gov>
Sent: Monday, September 12, 2022 7:22 PM
To: Brendan Carr <Brendan.Carr@fcc.gov>; Danielle Thumann <Danielle.Thumann@fcc.gov>; Gregory A. Watson <Gregory.Watson@fcc.gov>
Subject: Re: Heritage writing project.
I'll manage it.

What's the timeline (for my information, not theirs at present).

From: Brendan Carr <Brendan.Carr@fcc.gov>
Sent: Monday, September 12, 2022 7:05 PM
To: Benjamin Arden <Benjamin.Arden@fcc.gov>; Danielle Thumann <Danielle.Thumann@fcc.gov>; Gregory A. Watson <Gregory.Watson@fcc.gov>
Subject: Heritage writing project.
Kevin Robert's chief of staff asked if I'd be interested in contributing a chapter on FCC priorities for a book they put out every four years or so. I would be interested -- provided doing so clears ethics review.

(b) (5)

Here's a past sample:

http://thf_media.s3.amazonaws.com/2016/BlueprintforaNewAdministration.pdf

From: [PATRICIA THERIAULT](#)
To: [Brendan Carr](#)
Subject: [EXTERNAL]: Project 2025 - Hell No !
Date: Wednesday, July 10, 2024 6:01:39 PM

[You don't often get email from (b) (6) Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

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From: [Tayloe, Monty](#)
To: [Brendan Carr](#); [Greg Watson](#)
Subject: [EXTERNAL]: Trump and Project 2025
Date: Friday, July 5, 2024 2:34:38 PM

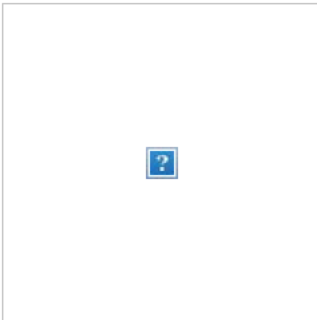
You don't often get email from mtayloe@warren-news.com. [Learn why this is important](#)

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Hi Commissioner Carr and Greg,

Former President Trump [truthed](#) today that he doesn't have anything to do with project 2025 and that "some of the things they're saying are absolutely ridiculous and abysmal." I was wondering if the commissioner had a comment on that given his involvement with the project. I'm at 703 728 0227 if you want to talk.

Thanks,
Monty Tayloe
Comm Daily



[Donald J. Trump \(@realDonaldTrump\)](#)

I know nothing about Project 2025. I have no idea who is behind it. I disagree with some of the things they're saying and some of the things they're saying are absolutely ridiculous and abysmal. Anything they do, I wish them luck, but I have nothing to do with them.

[truthsocial.com](#)

From: [Project 2025](#)
To: [Brendan Carr](#)
Subject: [EXTERNAL]: Advisory Board Update
Date: Wednesday, February 21, 2024 10:15:53 AM

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Heritage Foundation - The Agenda



Project 2025 Advisory Board Reaches 100 Coalition Partners!

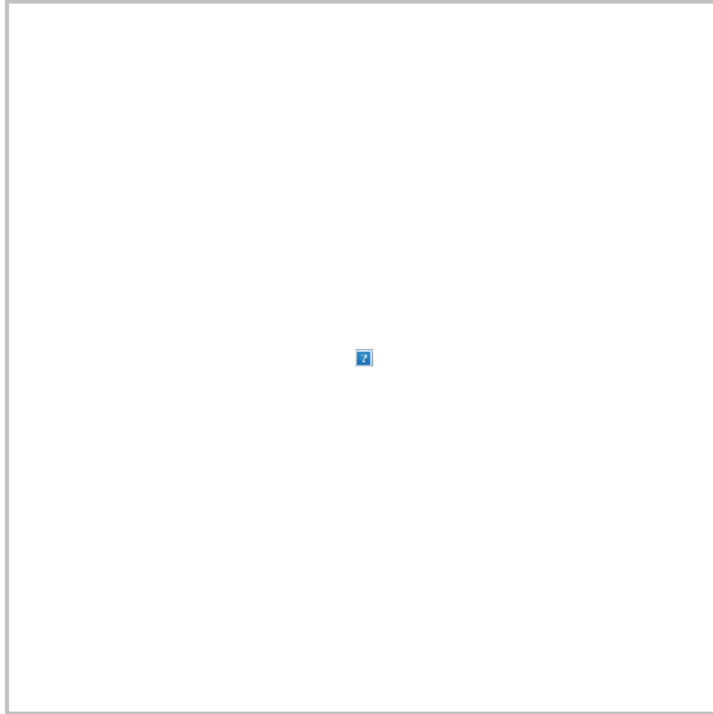


We're so pleased to announce that the Project 2025 Advisory Board has reached 100 members!
Thank you for continuing to support the mission of preparing for the next conservative administration. Read Heritage's press release [here](#).

March 5th Advisory Board Meeting

We look forward to seeing you at our next Advisory Board Meeting, March 5th at the Conservative Partnership Institute (CPI) and online on Microsoft Teams. Thank you to CPI for offering to host! If your organization would like to host a future meeting, please reach out to Robert.Norris@heritage.org.

Project 2025 Goes International!



- Project 2025 Associate Director Troup Hemenway spoke at an event at the Danube Institute, a think tank in Budapest, Hungary this week on preparing for the next conservative administration. The Heritage Foundation began a cooperation agreement with Danube last year.

Upcoming Project 2025 Events & Partner Events

- Thursday, February 22: Heritage President Kevin Roberts and Project 2025 Director Paul Dans will deliver remarks at the 2024 National Religious Broadcasters International Christian Media Convention. If you are attending, please let our team know by emailing: Robert.Norris@heritage.org.
- Thursday, February 22 - Saturday, February 24: Project 2025 will be tabling at the Conservative Political Action Conference (CPAC) in Washington DC. If you are attending please let our team know by emailing: Robert.Norris@heritage.org.
- Wednesday, February 28: Join our friends at The James Madison Institute for an evening with Pete Hegseth and Charlie Hurt at their event "Red, White, and Bluegrass". Register for this exciting Tallahassee, FL event [here](#).
- Wednesday, March 20: Join The James Madison Institute for their 2024 Naples Annual Dinner in Naples, Florida with special guest Fox New Channel's Laura Ingraham. Sign up for their event by registering [here](#).
- Thursday, May 2 - Saturday, May 4: The Freedom's Journal Institute is hosting [The Black Conservative Summit](#) just outside of D.C., with the theme "Black America at a Crossroads: Cultural Marxism vs. A Biblical Worldview". Attendees will explore the impact cultural Marxism has had on Black families and our society and discuss navigating today's pressing societal problems with a faith-based perspective. The event will provide a platform for voices within the Black conservative movement, emphasizing the significance of informed, thoughtful engagement and fostering dialogue in America across the intersections of faith, race, and public policy. Click [here](#) for more information.

Please let us know if you know of upcoming events in which we could participate and spread the good word about Project 2025.

Partners in the Media



Jeffrey H. Anderson, of partner organization American Main Street Initiative, explains in a piece in *City Journal* how President Biden's refusal to enforce federal immigration laws has created the border crisis our nation is now suffering to manage. He writes, "The cause of the current crisis is President Joe Biden's unprecedented refusal to enforce federal immigration law, which requires that all asylum-seekers be detained rather than released into the United States. The solution, therefore, is for Biden to start enforcing federal law as he is constitutionally required to do—or for Congress to deny the president something else he wants until he does."

Learn more about Biden's open border policies by reading on [here](#).



Launch: Artificial Intelligence Committee

Artificial Intelligence Committee: We are setting up an Artificial Intelligence Committee to address the threats posed by this rapidly developing technology across the federal government. If you'd like to learn more and get involved, please email Robert.Norris@heritage.org.

Major Moves + Partner Updates

Texas Public Policy Foundation:

Check out our friends at Texas Public Policy Foundation new podcast [episode](#) highlighting the crisis at the border.

[Click Here to Watch!](#)

James Madison Institute:

The James Madison Institute is one of Project 2025's few state-based partner organizations with a national footprint. During the 2024 legislative sessions, we are engaged in nearly 15 states, helping friends and allies shape policies informed by successful models passed in the Sunshine State. Our team is also active in Washington, D.C., where we're pursuing opportunities to leverage the federalist system for expanding and reinforcing states' constitutional sovereignty. In January, we held an event in Palm Beach alongside our friends at Project 2025 - attended by over 50 grassroots supporters - to highlight the opportunities that state leaders have to inform the priorities of the next administration.

Susan B. Anthony List:

Fight for the innocent! For those interested in engaging in pro-life ballot initiatives across the country with Susan B. Anthony List, please email: jpilz@sbapro-life.org.

About Project 2025

[Project 2025](#) is unparalleled in the history of the conservative movement. Conservative Americans and groups have come together to ensure a successful and effective administration begins on inauguration day in January 2025. Spearheaded by The Heritage Foundation, the coalition numbers more than 80 partner organizations joining forces to systematically prepare policy and personnel for the next president. The project's four pillars will collectively pave the way for an effective and historic administration: A [policy agenda](#), [personnel recruitment](#), [training](#), and a [180-day playbook](#) to kick off the term of the next conservative president.

The Heritage Foundation | 214 Massachusetts Avenue, NE | Washington, D.C. 20002 | [\(800\) 546-2843](tel:8005462843)

You are subscribed to Heritage Foundation e-mails as [brendan.cam@fcc.gov](#). If you want to unsubscribe to Project 2025, [please click here to opt-out](#).

From: Project 2025
To: Brendan Carr
Subject: [EXTERNAL]: Advisory Board Update
Date: Monday, February 5, 2024 1:02:36 PM

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Heritage Foundation - The Agenda

2

We'd like to thank all our partner organizations who have recommended candidates to the Presidential Personnel Database. We're less than a year out from Inauguration Day!

Project 2025 Senior Advisor John McEntee sat down with Heritage President Kevin Roberts to talk about his time in the White House and the next administration.

[Watch Video](#)

Recent and Upcoming Events and Activities

- **Wednesday, February 7th:** Gain a better understanding of how AI is transforming politics. The Leadership Institute's Artificial Intelligence (AI) for Politics training introduces AI's impact on political campaigns, policy making, and governance. Register [here](#).
- **Saturday, February 10th:** Project 2025 will attend the Harvard Law School GOP Conference in Cambridge, MA. Alumnus Roger Severino of The Heritage Foundation and Ryan Bangert of Alliance Defending Freedom will serve as panelist for the conference's "Understanding America from a Conservative Lens" panel.
- **Sunday, February 17th - Saturday, February 24th:** Join CM2's February messaging campaign as it aims to change the Biden administration's border narrative. Throughout the week, this campaign will promote border security in the news and online to set the record straight. If interested email Kristen Eichamer at kristen.eichamer@heritage.org.
- **Thursday, February 22nd:** Join the Leadership Institute's Careers Workshop: Find the Right Job for You. There you can reflect on the skills you already have and learn how to apply them to your job aspirations to help you take the next steps in your career.
- **Saturday, February 24th:** Join conservative activists from across the DMV for a high-energy afternoon training in the heart of liberal territory. Develop your skills to better engage with your community and increase your political impact. You don't want to miss this opportunity to learn from and engage with other activists!

Please let us know if you know of upcoming events in which we could participate and spread the good word about Project 2025.

Mandate for Leadership Chapter Spotlight



Author Roger Severino, Vice President of Domestic Policy at the Heritage Foundation, highlights the oversized reach of the Department of Health and Human Services, found in Chapter 14 of *Mandate*, below:

"Americans don't realize how much they are affected by the U.S. Department of Health and Human Services, but this behemoth of a federal agency has a \$1.6 trillion budget that impacts them more than any other agency. But rather than focus on America's well-being and public health, HHS has veered into a woke agenda that pushes abortion, gender ideology, and racial preferences—leaving Americans sicker, poorer, and more divided than ever before. We must reform this agency and return the mission to helping all Americans, especially those in the womb, have healthy and happy lives."

Read more about HHS [here](#).



Launch: Artificial Intelligence Committee

Artificial Intelligence Committee: We are standing up an Artificial Intelligence Committee to address the threats posed by this rapidly developing technology across the federal government. If you'd like to learn more and get involved, please email Rob.Norris@heritage.org.

Major Moves + Partner Updates

SAVE and the Title IX Network: Stop Abusive and Violent Environments (SAVE) focuses on curbing sex discrimination in schools and recently expanded their efforts to focus on Title IX issues. They founded the [Title IX Network](#) made up of 218 organizations focused on opposing the administration's proposed Title IX regulations.

The network's current campaign is called 'Stop the Title IX Tyranny!' which is focused on fighting Biden's Department of Education's efforts to release its final Title IX regulation by March of 2024.

Get involved in the network and learn more by emailing Bob Thompson at rthompson@saverices.org.

Susan B. Anthony List: Fight for the innocent! For those interested in engaging in pro-life ballot initiatives across the country with Susan B. Anthony List, please email: jpilz@sbapro-life.org.

Freedom's Journal Institute: Join us at [The Black Conservative Summit](#) (BCS) on Thursday, May 2 - Saturday, May 4. Just outside of D.C., the theme this year is "Black America at a Crossroads: Cultural Marxism vs. A Biblical Worldview. Attendees will explore the impact cultural Marxism has had on Black families and our society and discuss navigating today's pressing societal problems with a faith-based perspective.

The BCS will provide a platform for voices within the Black conservative movement, emphasizing the significance of informed, thoughtful engagement and fostering dialogue in America across the intersections of faith, race, and public policy.

For more information, www.blackconservativesummit.net.

About Project 2025

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From: [Project 2025](#)
To: [Brendan Carr](#)
Subject: [EXTERNAL]: Advisory Board Update
Date: Monday, January 22, 2024 12:30:34 PM

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Heritage Foundation - The Agenda

2

We'd like to thank all our partner organizations who have recommended candidates to the Presidential Personnel Database. We're less than a year out from Inauguration Day!

The Heritage Foundation President, Dr. Kevin Roberts, tells the World Economic Forum what the next conservative President will do with global elites in 2025.

[Watch Video](#)

Recent and Upcoming Events and Activities

- **Thursday, January 25th:** Our January Advisory Board Meeting will take place at The Heritage Foundation's 227 Pennsylvania Ave building. Please RSVP [here](#) if you have not done so already.
- **National School Choice Week:** Join us as we celebrate NSCW 2024 from Sunday, January 21st through Saturday, January 27th. Please be sure to use the hashtags #NSCW and #SchoolChoice if you do promote content social.

Please let us know if you know of upcoming events in which we could participate and spread the good word about Project 2025.

Project 2025's Top Stories

[Authoritarian? Conservatives Want to Restore the Constitution. The Left Can't Handle It.](#)

Byline: Tyler O'Neill
Publication: The Daily Signal
Date: December 19, 2023

"Trump's Agenda 47 and Project 2025, a conservative movement project led by The Heritage Foundation, aim to empower a conservative president to fire executive branch workers who would oppose the president's goals."

"...Efforts to rein in the deep state and encourage Congress to make laws, rather than passing off that duty to bureaucrats, echo the originalist movement in the judiciary. These reforms aren't aimed at authoritarianism or gumming up the works—they're aimed at making the federal government more accountable to the people once again."

[DEI under siege: Why more businesses are being accused of 'reverse discrimination'](#)

Byline: Jessica Gwynn
Publication: USA Today
Date: December 20, 2023

"A coalition of conservative groups including America First Legal are preparing for a Republican administration with a manifesto known as "Project 2025." Project 2025 calls for the Justice Department and the Equal Employment Opportunity Commission to take action against corporate DEI initiatives."

Major Moves + Partner Updates

America First Legal (AFL) recently hosted an X takeover where they highlighted their fight to end illegal “diversity, equity, and inclusion” (DEI) policies. Corporations, universities and the government have adopted illegal employment and contracting practices that discriminate against Americans based on race and sex—this is illegal under federal law. Use #DemolishDEI until the end of January to help their fight against DEI.

AFL also filed a lawsuit against Pine-Richland School District in Pennsylvania. The school was hiding “gender transitions” of students from their parents and providing students with a secret taxpayer-funded “gender transition teams” made up of government officials and psychologists. For more information: <https://aflegal.org/america-first-legal-sues-pennsylvania-school-district-for-hiding-radical-life-altering-gender-transitions-from-parents/>

SAVE THE DATE: Black Conservative Summit May 2-4, 2024 hosted by Freedom's Journal Institute. Contact Dr. Eric Wallace to attend or for more information: ewallace@freedomjournalinstitute.org

We have received a second shipment of copies of **Mandate for Leadership**. As always, if you would like a physical copy, please let the Project 2025 team know. Additionally, it is available [online](#).

James Madison Institute: On Tuesday, January 23rd JMI will host a reception with two dozen legislators and influencers at our office to support and protect the advancements of school choice in Florida during National School Choice Week. On Wednesday, January 17th, JMI hosted a dinner with Grover Norquist and 15 members from the Florida Legislature.

About Project 2025

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From: [Project 2025](#)
To: [Brendan Carr](#)
Subject: [EXTERNAL]: Advisory Board Update
Date: Tuesday, January 9, 2024 12:01:09 PM

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Heritage Foundation - The Agenda



The Count Down to 2025

"We need Mr. Smith, Ms. Smith, and Mrs. Smith to come to Washington... It is 'getting into the arena,' as Teddy Roosevelt said. Our hope at Project 2025 is to open up the door to Washington

and bring in that mainstream commonsense.”

-Paul Dans



Paul Dans Interview on Special Report

Watch Video

Recent and Upcoming Events and Activities

- **Thursday, January 18th** : The American Association of Pro-Life Obstetricians and Gynecologists (AAPLOG) will be here for a reception hosted by Heritage from 4:30-6pm. Save the date and plan to meet fellow Advisory Board member AAPLOG's leadership, who will be in town for the March for Life!
- **Friday, January 19th**: Heritage March for Life Open House from 10-4pm. Register here: [Heritage March for Life Open House](#)
- **Saturday, January 20th**: Project 2025 Associate Director **Spencer Chretien** will join

Roger Severino, author of *Mandate for Leadership's* chapter on the Department of Health and Human Services; and **Valerie Huber**, Founder and President at the Institute for Women's Health, on a panel at the National Pro-Life Summit.

- **Thursday, January 25th:** We will hold our January Advisory Board Meeting from 12 - 2pm. Save the date! More info to follow.

Please let us know if you know of upcoming events in which we could participate and spread the good word about Project 2025.

Project 2025's Top Stories

[Think tank looks to lasso 'deep state' by recruiting conservatives to work in government in 2025](#)

Charlotte Hazard, Just the News, 12/23/2023

"You just don't have enough time after the election to put together the government," Heritage Foundation Executive Vice President Derrick Morgan said on "The Heritage Foundation's 2025 Presidential Transition Project Special Report," which was hosted by John Solomon and premiered on Real America's Voice.

[Heritage Presidential Transition Project Director speaks to NTD's "Capitol Report"](#)

Ryan Morgan, NTD, 12/6/2023

Paul Dans, the Director of the 2025 Presidential Transition Project, pushed back on trending fake news.

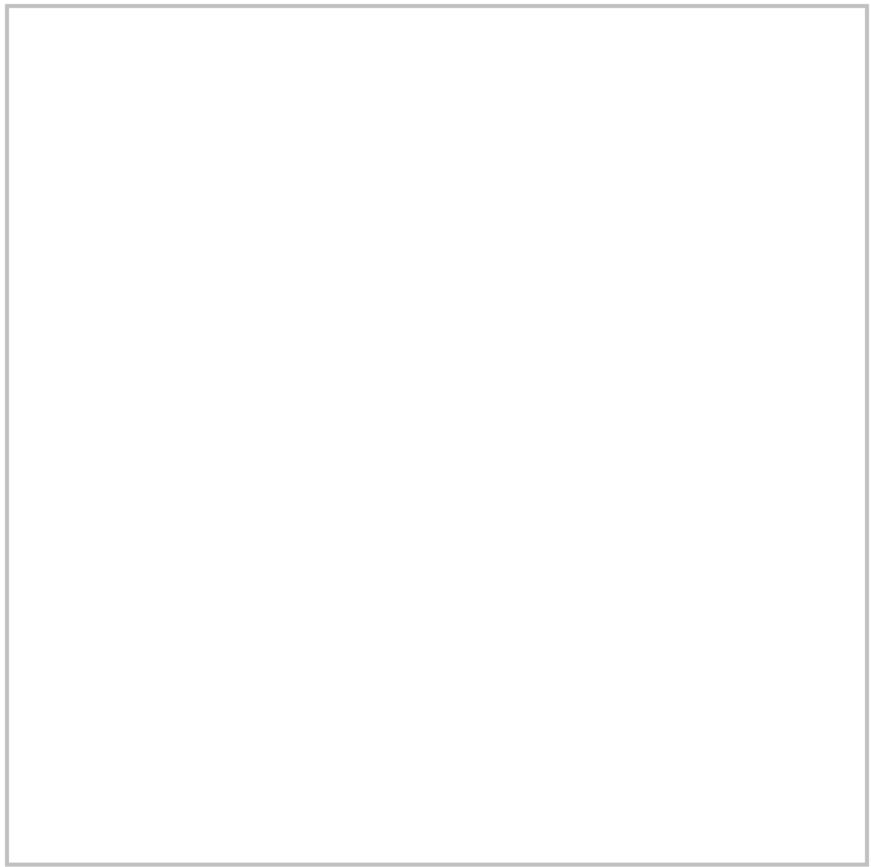
[Authoritarian? Conservatives Want to Restore the Constitution. The Left Can't Handle It.](#)

Tyler O'Neil, The Daily Signal, 12/19/2023

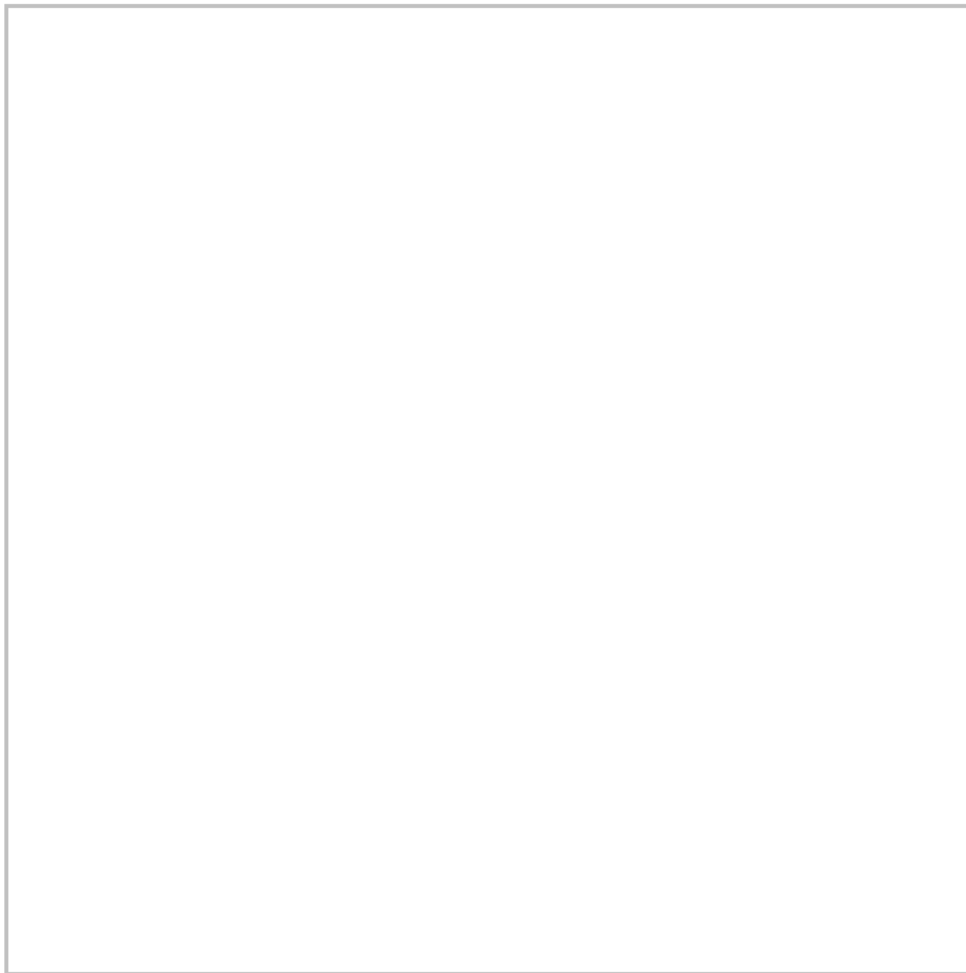
"Trump's Agenda 47 and Project 2025, a conservative movement project led by The Heritage Foundation, aim to empower a conservative president to fire executive branch workers who would oppose the president's goals."

"...Efforts to rein in the deep state and encourage Congress to make laws, rather than passing off that duty to bureaucrats, echo the originalist movement in the judiciary. These reforms aren't aimed at authoritarianism or gumming up the works—they're aimed at making the federal government more accountable to the people once again."

Top Project 2025 Social Content



Retweet John Solomon



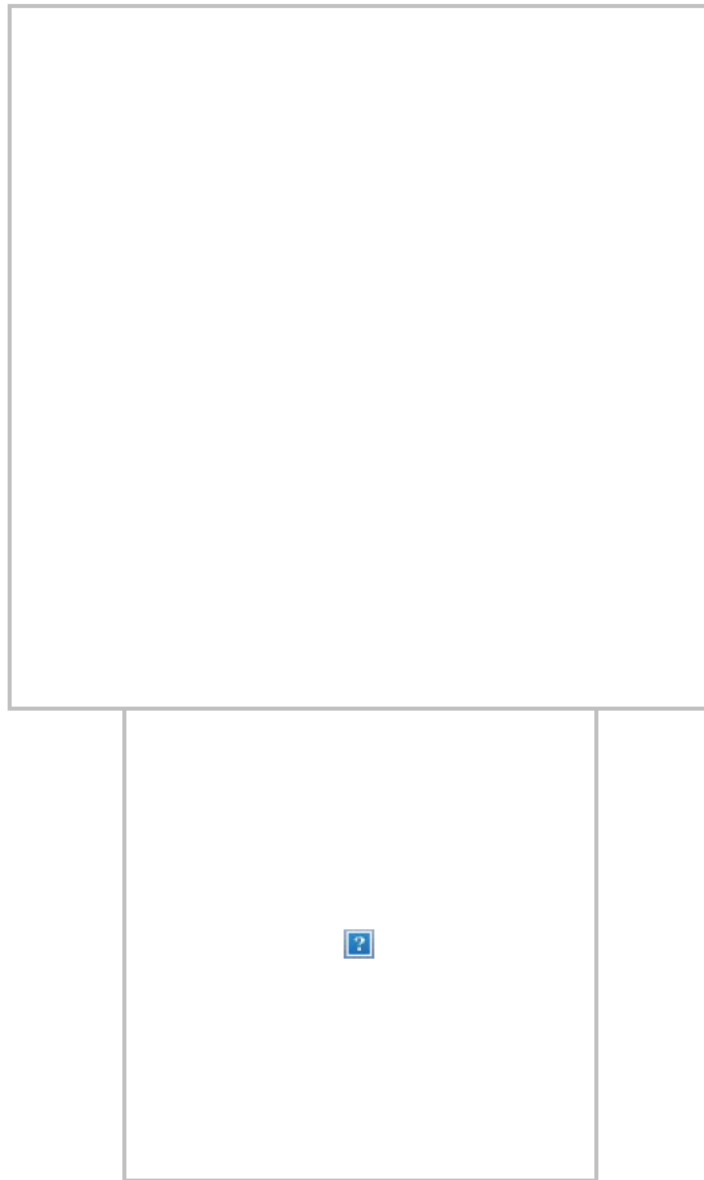
Amplify Paul's Interivew on X

Want *Project 2025's* X account to promote your work on the project? Contact Christian Lasval: christian.lasval@heritage.org

Partner Updates



AAPLOG recently hosted a live webinar to address the confusion that has arisen out of the tragic Trisomy 18 case in Texas. They spoke with experts on Trisomy 18 and high-risk pregnancies, seeking to educate pro-lifers on these important issues.



AFA Action's Center for Judicial Renewal has researched several qualified prospects for presidential administration roles and has identified a select group of excellent prospects who are being entered into the Heritage Project 2025 database.

Coming Up...

SAVE THE DATE: Project 2025 is proud to be part of the National Pro-Life Summit. On the day after the National Pro-Life March in Washington, D.C., Students for Life of America alongside Students for Life Action, Alliance Defending Freedom, And Then There Were None, ProLove Ministries, and other allies will present the fourth annual National Pro-Life Summit! The Summit is a one-day training event for grassroots pro-life activists of all ages.

When: Saturday, January 20, 2024. 8am-7pm

Where: Grand Hyatt Washington (1000 H St NW, Washington, D.C.)

SAVE THE DATE: Black Conservative Summit May 2-4, 2024 hosted by Freedom's Journal Institute. Contact Dr. Eric Wallace to attend or for more information:

About Project 2025

Spearheaded by The Heritage Foundation, the coalition numbers more than 70 partner organizations joining forces to systematically prepare policy and personnel for the next president. The project's four pillars will collectively pave the way for an effective and historic administration: A [policy agenda](#), [personnel recruitment](#), [training](#), and a [180-day playbook](#) to kick off the term of our next conservative president.

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From: [Project 2025](#)
To: [Brendan Carr](#)
Subject: [EXTERNAL]: Advisory Board Update
Date: Monday, December 18, 2023 4:32:02 PM

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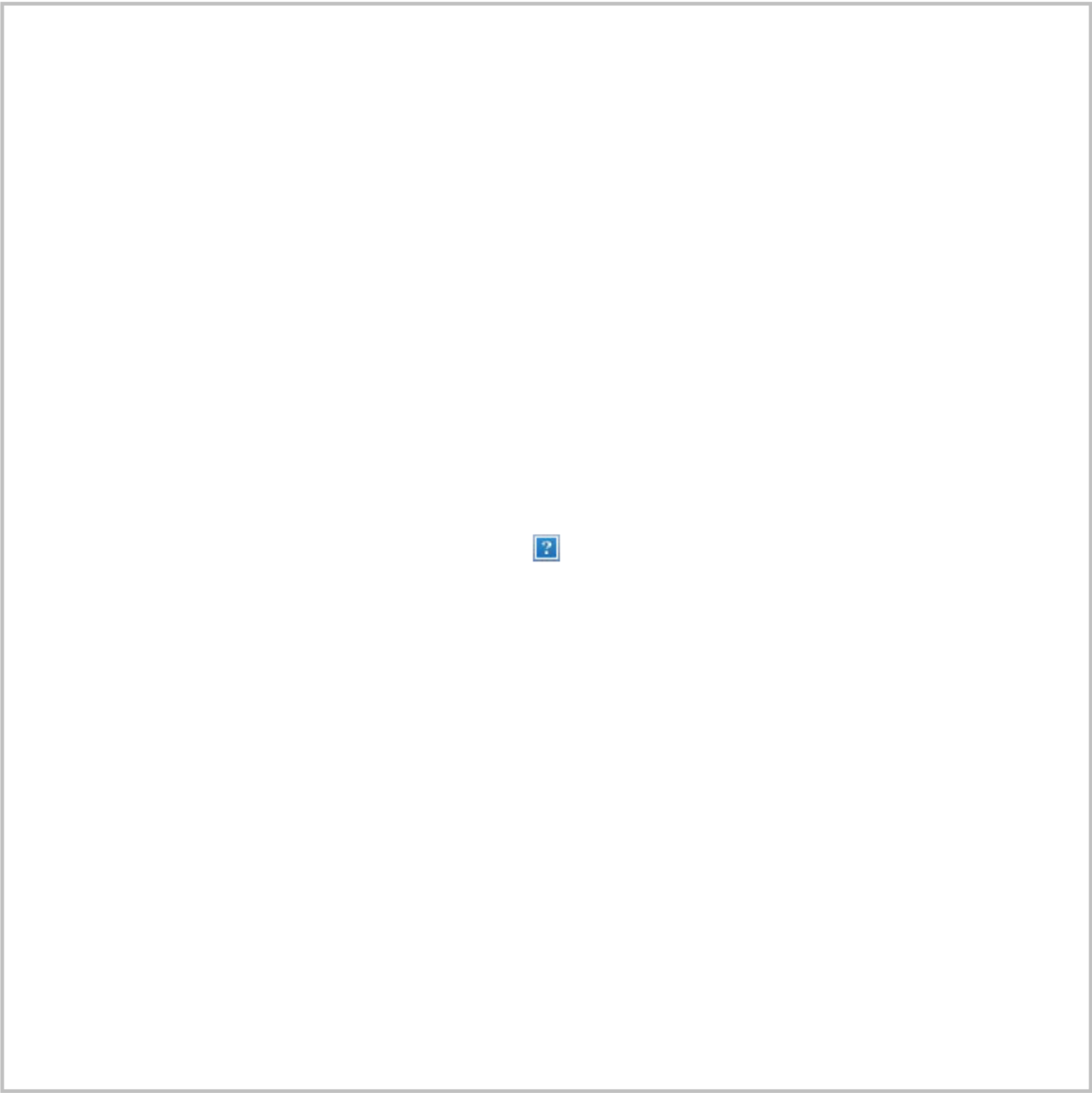
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Heritage Foundation - The Agenda



Project 2025 Making Waves in 2023

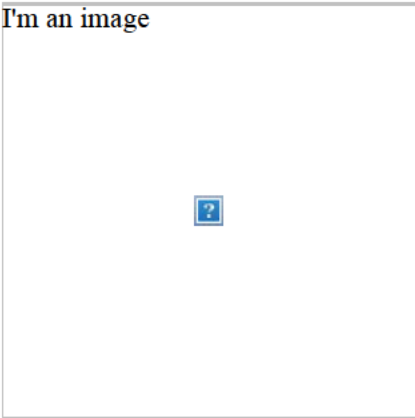
We are grateful for a productive 2023 and tremendous momentum heading into the 2024 election year:



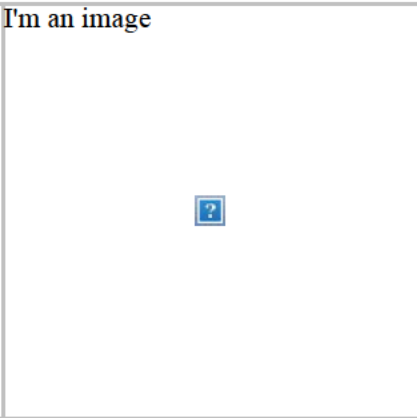
Paul Dans Interview on Bannon's War Room

Watch Video

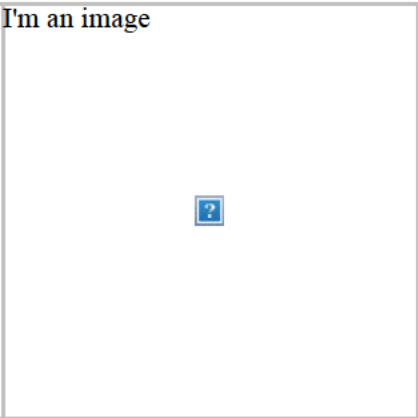
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I'm an image



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Conservative Groups Are Building an Army of Personnel to Take Over the Government - Daily Caller

[Read Article](#)

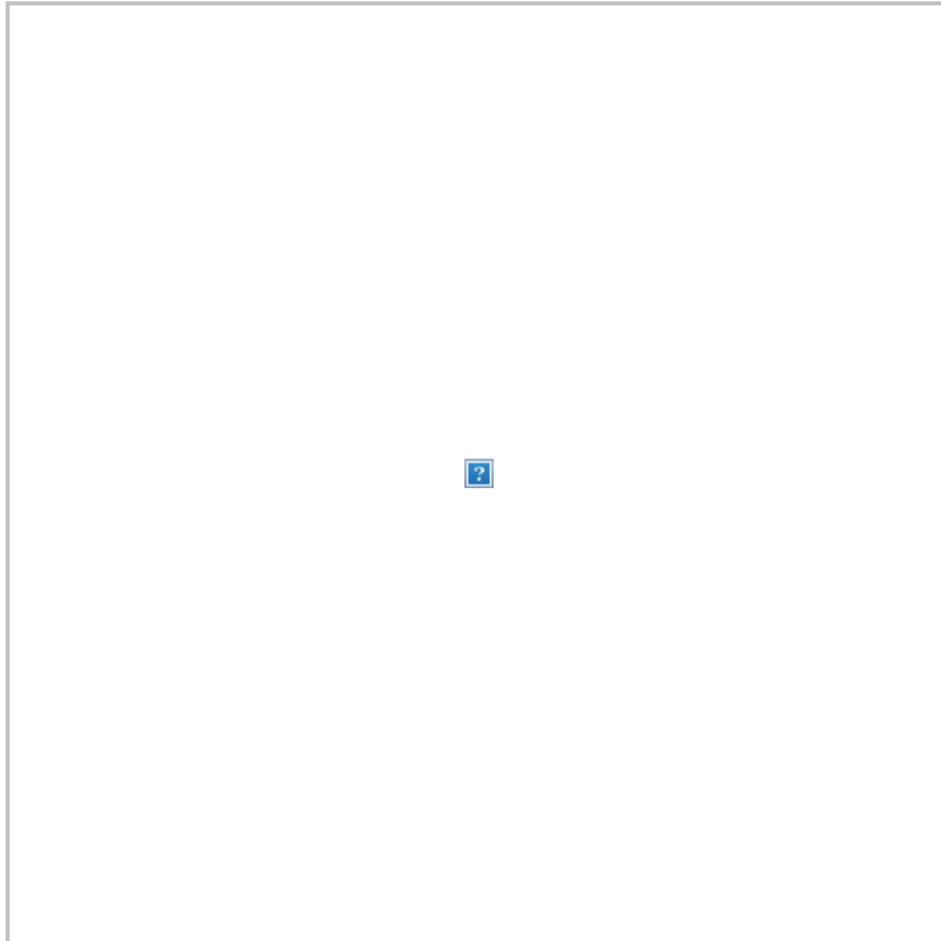
Conservatives Have Energy Playbook Ready If GOP Wins White House in 2024 - Cowboy State Daily

[Read Article](#)

New 'Project 2025' to Dismantle the Administrative State - Facts Matter w/ Roman Balmakov

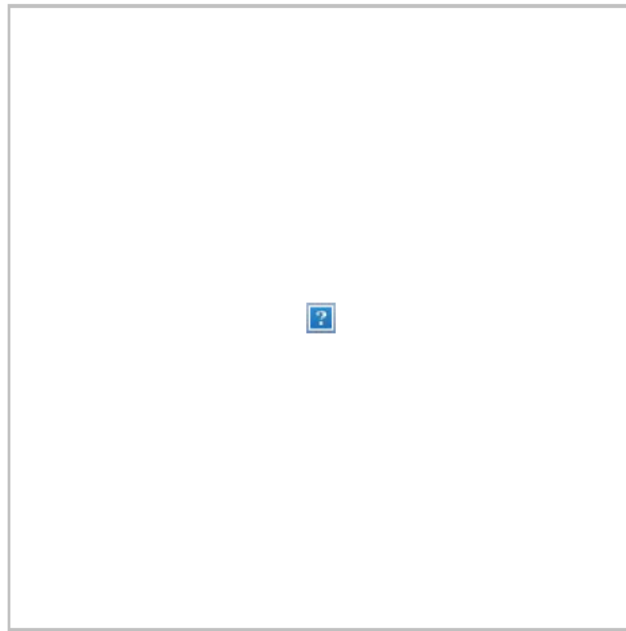
[Watch Video](#)

Recent Events

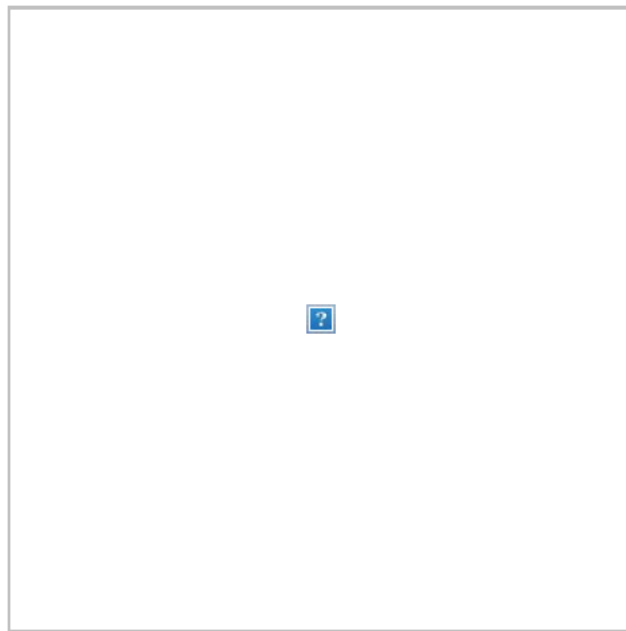


Project 2025 went to AmericaFest, hosted by our partner Turning Point USA, in Phoenix recruiting folks for the Presidential Personnel Database.

Top Project 2025 Social Content



Retweet Post



Retweet Post

Want [Project 2025's](#) X account to promote your work on the project? Contact Christian Lasval: christian.lasval@heritage.org

Coming Up

Project 2025 is proud to be part of the National Pro-Life Summit and looking forward to this important event. On the day after the National Pro-Life March in Washington, D.C., Students

for Life of America alongside Students for Life Action, Alliance Defending Freedom, And Then There Were None, ProLove Ministries, and other allies will present the fourth annual National Pro-Life Summit! The Summit is a one-day training event for grassroots pro-life activists of all ages.

When: Saturday, January 20, 2024. 8am-7pm

Where: Grand Hyatt Washington (1000 H St NW, Washington, D.C.)

[Register Here](#)

About Project 2025

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From: [Project 2025](#)
To: [Brendan Carr](#)
Subject: [EXTERNAL]: Advisory Board Update
Date: Monday, December 4, 2023 1:45:46 PM

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Heritage Foundation - The Agenda

2

Wanted: Conservative Warriors, Ready to Serve

Project 2025 just released three new [Presidential Administration Academy trainings](#). P25's training program is designed to prepare presidential appointees to be ready on Day 1. If you're a conservative warrior looking to serve, we want to help you make the maximum impact.

[Visit the Presidential Administration Academy](#)

Project 2025 Visits Lincoln Club in Orange County

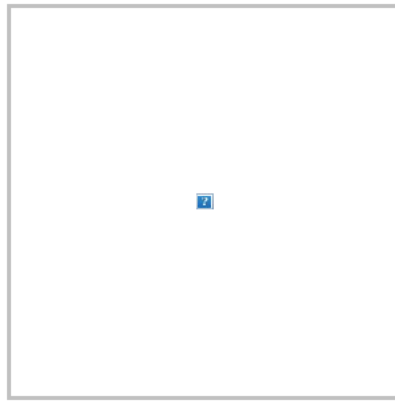
The Lincoln Club of Orange County recently hosted Project 2025 for a members-only exclusive event at Balboa Bay Club in Newport Beach. Project 2025 advisors John McEntee and James Bacon then sat down with Lincoln Club Member Darrell White to explain their experiences running personnel in the Trump Administration, lessons learned, and how Project 2025 will improve the personnel process for the next conservative President. The emphasis in the conservative movement needs to be shifted to governing. To illustrate the urgency, compare the \$1 billion expected to be spent on a nominee's campaign to the \$11 million total spent on the actual transition to the presidency. The focus must change.

Recent and Upcoming Events and Activities

- The next P25 Advisory Board meeting will be on **Thursday, December 7th from 12:00 pm–2:00 pm ET**. We look forward to gathering again before the end of the year. If your organization is interested in hosting this or future meetings, please let us know.

Please let us know if you know of upcoming events in which we could participate and spread the good word about Project 2025.

Top Project 2025 Social Content



Retweet Post

Want [Project 2025's X account](#) to promote your work on the project? Contact Christian Lasval: christian.lasval@heritage.org

Partner Updates

Native Americans for Sovereignty & Preservation

- So, do Native Americans celebrate Thanksgiving? – Yes, we do. Join NASP in embracing a reflective Thanksgiving. Please read their article for a traditional Indigenous perspective on this day of gratitude. Let's honor our heritage & futures together. [Read more](#)

Stand Together Against Racism and Radicalism in the Services

- STARRS' recent [article](#) on six Air Force Academy professors resigning due to DEI and the deteriorating culture at the service academy, was recently highlighted on Victor Davis Hanson's [podcast](#). STARRS also provided issues for the 2025 NDAA, including the proliferation of civilians at the upper levels within the DoD, where they drive an agenda while flag officers transition in and out. If you want to learn more about leftist agendas being imposed on the military by senior White House and Pentagon leaders, check out this article.

America First Legal

- AFL, along with former Ambassador and Acting Director of National Intelligence Richard Grenell, recently sued the Department of Homeland Security and Secretary Mayorkas for their unlawful creation of the "Homeland Intelligence Experts Group," filled with partisan, deep state officials like John Brennan and James Clapper. AFL also sued New York University on behalf of a first-year law student for discriminating based on race and sex when selecting the members and editors of its law review. For more, [take a look at this article](#).

American Commitment

- With just 72 hours remaining before the OPM "Deep State Protection Scheme" proposed deadline, American Commitment's grassroots activists submitted 1,265 new comments. With the Biden Administration's regulatory rampage costing Americans upwards of \$10,000 per household, [American Commitment](#) is leading countless comment campaigns by providing expert policy analysis, building a coalition, and mobilizing their massive grassroots following.

Freedom's Journal Institute

- Freedom's Journal Institute will be hosting its sixth annual Black Conservative Summit in Washington, D.C., April 4-6, 2024. Although the event is about and for Black Conservatives, it is open for all to attend. Project 2025 is seeking other like-minded conservative organizations to partner with us as sponsors, exhibitors, and possible presenters. The theme is "Black America at a Crossroads: Cultural Marxism vs. a Biblical Worldview. Please [click here](#) to learn more.

OPM Upholding Civil Service Protections and Merit System Principles Comment Campaign

- Thanks to the work of our great coalition partners (especially American Commitment — more on that below), we were able to flood the Biden Administration with comments exposing why this proposed OPM rule is actually just a Deep State protection scheme. In the final week, the number of comments went from 50 to more than 4,100. Comments are still being posted online as of this writing, but [check them out here](#).

About Project 2025

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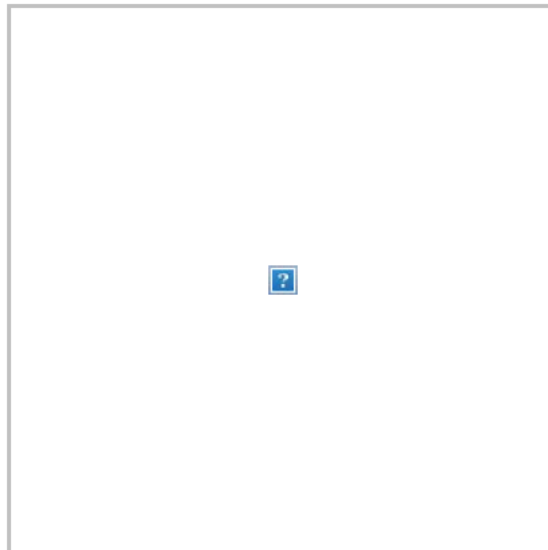
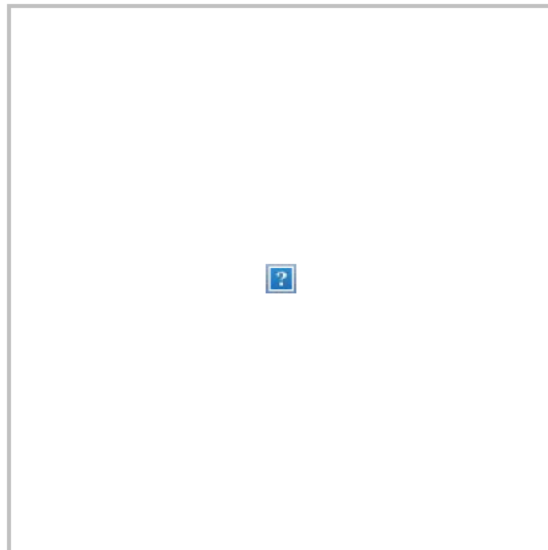
From: [Project 2025](#)
To: [Brendan Carr](#)
Subject: [EXTERNAL]: Advisory Board Update
Date: Monday, November 13, 2023 3:45:50 PM

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Heritage Foundation - The Agenda





Project 2025 was honored to sponsor the inaugural Job Creators Network (JCN) Freedom Fighters Summit & Gala in Palm Beach on November 3 & 4.

Recent and Upcoming Events and Activities

- **November 9:** Project 2025 visited UCLA as part of the TPUSA tour
- **November 14:** Project 2025 November Advisory Board Meeting @ The Heritage Foundation (214 Massachusetts Ave NE)

Please let us know if you know of upcoming events in which we could participate and spread the good word about Project 2025.

Project 2025's Top Stories

[A GOP plan for the census would revive Trump's failed push for a citizenship question](#)

Hansi Lo Wang, NPR, October 28

“While the Project 2025 plan also outlines garden-variety presidential transition moves such as reviewing budgets and eliminating duplicative census operations, there are other proposals that many census watchers find troubling. They call for more political appointee positions at the bureau, which has largely been run by career civil servants.

“‘Strong political leadership is needed to increase efficiency and align the Census Bureau's mission with conservative principles,’ [former Chrysler executive Thomas] Gilman, the former Commerce Department CFO, writes, adding there's a need to have ‘both committed political appointees and like-minded career employees’ in place to ‘execute a conservative agenda’ as soon as the next Republican president takes office.”

“Project 2025's plan, however, calls for a Republican administration to ‘take control of this [Census] process and thoroughly review any changes’ because of ‘concerns among conservatives that the data under Biden Administration proposals could be skewed to bolster progressive political agendas.’”

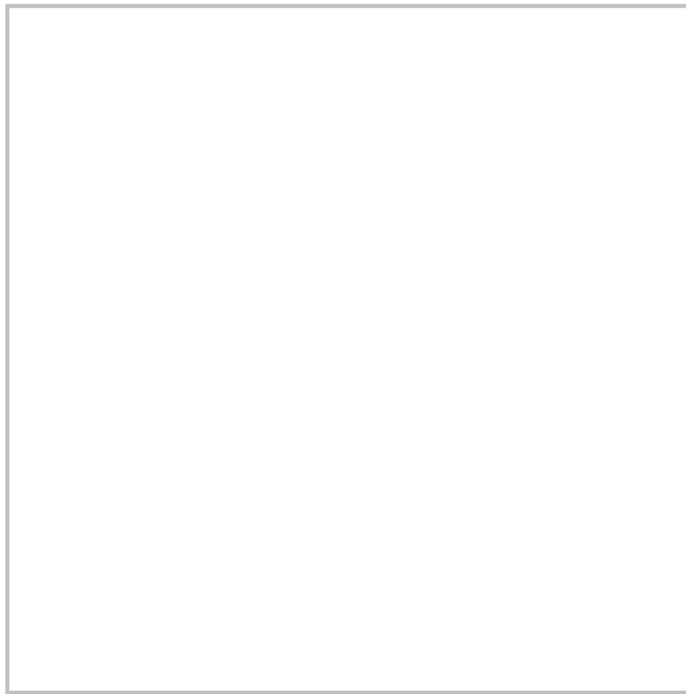
[Project 2025 - A Plan to Take Back America](#)

Mammoth Nation, October 25

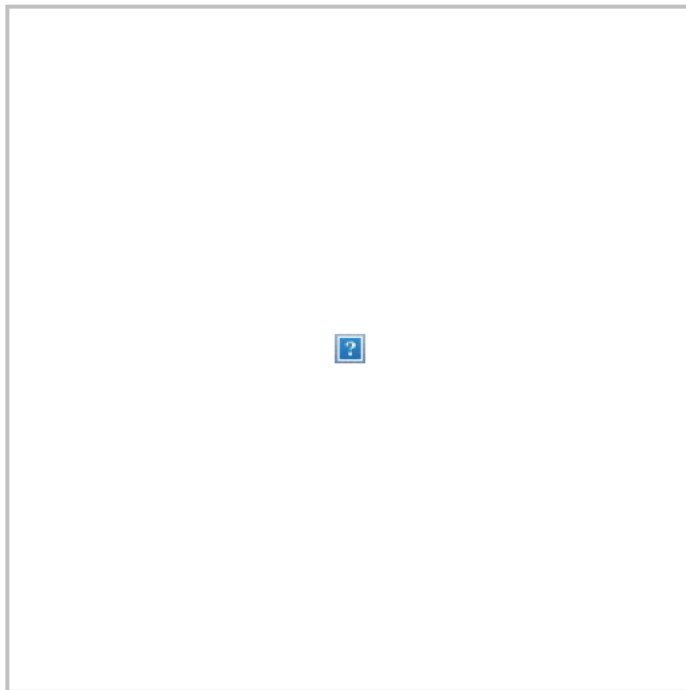
“The slogan sums it up ‘Building now for a conservative victory through policy, personnel, and training.’ Project 2025 is full steam ahead with optimism and a detailed plan on how we will take back our country...We ask that you share this information with as many patriots as possible who might want to serve in the next administration. Empowering political appointees across the Administration is crucial to a President's success.”

[Check Out Facts Matter's Post](#)

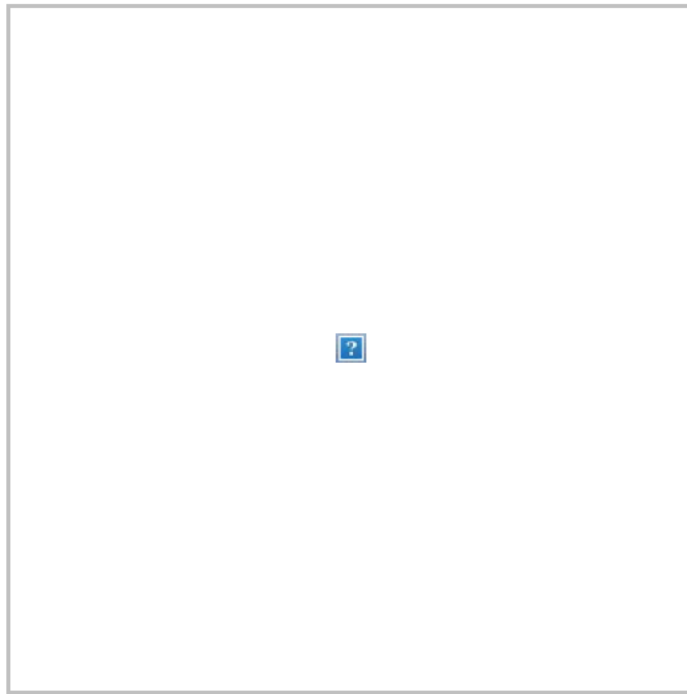
Top Project 2025 Social Content



RT to share that we're ready to work with Speaker Johnson



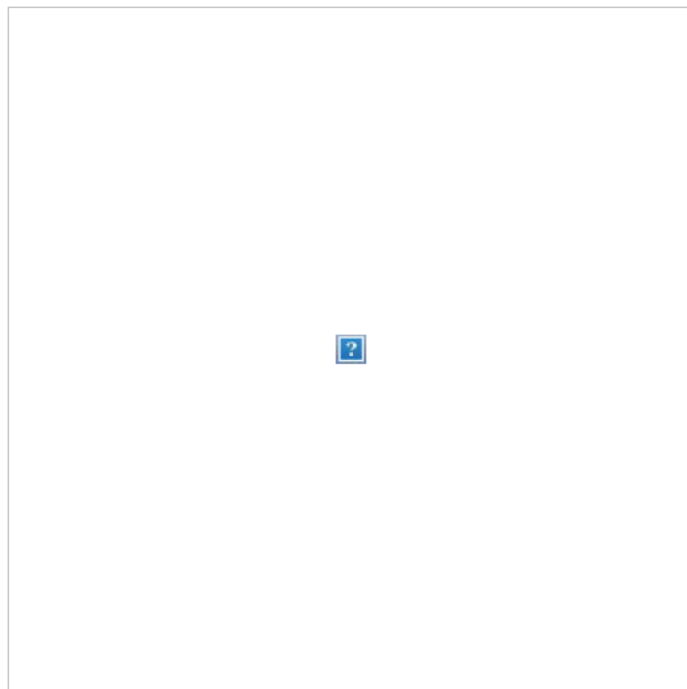
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Partner Updates



America First Legal (AFL), with former Ambassador and Acting Director of National Intelligence Richard Grenell, recently sued the Department of Homeland Security and

Secretary Mayorkas for their unlawful creation of the “Homeland Intelligence Experts Group,” filled with partisan, deep state officials like John Brennan and James Clapper. AFL also sued New York University on behalf of a first-year law student for discriminating based on race and sex when selecting the members and editors of its law review.

View the press release [here](#) and an exclusive from The Daily Caller [here](#).

Project 2025 Communications Subcommittee meets every other Monday afternoon. If you're interested in joining the subcommittee to help promote Project 2025 in the news and online reach out to: Kristen.eichamer@heritage.org.

About Project 2025

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-

From: [Brendan Carr](#)
To: [Fara Damelin](#)
Subject: Letter from Congressman Huffman et al.
Date: Thursday, July 18, 2024 3:06:00 PM
Attachments: [Fw OUTSIDE ACTIVITYHATCH ACT Ethics Approval - Commissioner Carr Heritage Foundation Policy Primer.msg](#)
[Re EXTERNAL 2025 Presidential Transition Project Invite.msg](#)

Hello IG Damelin,

I saw that Congressman Huffman and other Members sent you a letter yesterday.

I thought it might be helpful if I provided you with the statement (inserted below) that I sent to reporters that asked for a comment as well as the ethics office correspondence (attached above) that I reference there.

“I sought guidance from the FCC’s career ethics officials before writing the chapter. The FCC’s career ethics official approved of me participating in my personal capacity, which I did. And I made clear to Heritage that I would only be participating in my personal capacity. As to my title, the FCC’s career ethics official said that I could include my current position in any bio I supplied to Heritage along with other biographical details, and that is what I did.”

Thank you,

- Brendan

Brendan Carr
Commissioner
Federal Communications Commission

From: [Benjamin Arden](#)
To: [Brendan Carr](#)
Cc: [Greg Watson](#); [Danielle Thumann](#); [Drema Johnson](#)
Subject: Fw: [OUTSIDE ACTIVITY/HATCH ACT]: Ethics Approval - Commissioner Carr / Heritage Foundation Policy Primer
Date: Friday, September 16, 2022 12:41:08 PM

FYI, you have been approved to provide the chapter with the recommendation that this be done in your personal capacity. Additional details below on bio, drafting, etc.

From: Ellen Herr <Ellen.Herr@fcc.gov>
Sent: Thursday, September 15, 2022 4:08 PM
To: Benjamin Arden <Benjamin.Arden@fcc.gov>; Ethics Approvals <Ethics.Approvals@fcc.gov>
Cc: Drema Johnson <Drema.Johnson@fcc.gov>; Kathleen Fulp <Kathleen.Fulp@fcc.gov>
Subject: [OUTSIDE ACTIVITY/HATCH ACT]: Ethics Approval - Commissioner Carr / Heritage Foundation Policy Primer

Hi Ben –

Thanks for sending this one our way for guidance. Just to summarize, Commissioner Carr has been asked to write a chapter on FCC priorities for a publication by the Heritage Foundation called, “Blueprint for a New Administration.” The Commissioner would not receive compensation for his contribution. Thank you for providing a link to the most recent past version of this publication. You are correct that writing this chapter, as you have described it, and based on what I saw in the prior version of the publication, would not constitute political activity under the Hatch Act since it does not appear that it would be activity directed toward the success or failure of any current partisan political candidate or partisan political party or group.

We have advised Commissioners in the past regarding similar publications. Since the Commissioner will not be receiving compensation, he will not run afoul of the rule against outside compensation for Senate-confirmed officials. We recommend Commissioner Carr write this chapter in his personal capacity. He would, of course, not be able to use any non-public information in the preparation of the chapter. The Commissioner should also not use his official title, but can be referred to as “The Honorable Brendan Carr” instead of “FCC Commissioner Brendan Carr.” In addition, any bio supplied to the Heritage Foundation can include the Commissioner’s current position, but should also include other relevant biographical details with no more importance given to his current position than to any other relevant detail. See 5 CFR 2635.702(b) and 5 CFR 2635.807(b). Finally, since the Commissioner would be writing this chapter in his personal capacity, staff should not be asked to work on the composition of the chapter, although they can assist in corresponding to the Heritage Foundation or scheduling meetings or calls, if necessary.

Finally, we wanted to mention that in looking at the contributors on the most recent past version of this publication that you linked below, none of the contributors was a Government official or current political appointee. While we do not see any particular bar in the Ethics rules, we wanted to mention this fact in case the Commissioner wanted to consider whether contributing as a current appointee of an independent agency would be the best course of action and in line with the intent of the publication.

Thank you and please let us know if there are any additional questions.

Thanks,

Ellen

Ellen Herr

*Attorney/Ethics Official
OGC/Ethics Team
Rm. 10.315
Office: 202-418-2927
Telework: (b) (6)
Team Email: Ethics.Approvals@fcc.gov
Non-Public: For Internal Use Only*

From: Benjamin Arden <Benjamin.Ardens@fcc.gov>
Sent: Tuesday, September 13, 2022 3:57 PM
To: Ethics Approvals <Ethics.Approvals@fcc.gov>
Cc: Drema Johnson <Drema.Johnson@fcc.gov>
Subject: Ethics Approval - Commissioner Carr / Heritage Foundation Policy Primer

Hello,

Commissioner Carr has been asked to contribute a chapter on FCC priorities for a book the Heritage Foundation puts out every four years (or so). While we do not believe there is an ethical/Hatch Act bar against doing so, we wanted to get OGC's thoughts on the matter.

The Heritage Foundation is a 501(c)(3) organization. As the IRS [notes](#):

"Under the Internal Revenue Code, all section 501(c)(3) organizations are absolutely prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or in opposition to) any candidate for elective public office." As such, we do not believe that the Commissioner's contribution (for which he will not be compensated) would be considered political activity or otherwise fall under the Hatch Act. The Commissioner would also be careful to limit his submission to policy in order to avoid any Hatch Act exposure.

The purpose of the materials is to serve as a policy roadmap for an administration (new or otherwise), without regard to who holds the office. Here is a past sample for additional context: http://thf_media.s3.amazonaws.com/2016/BlueprintforaNewAdministration.pdf.

We would like to begin working on the submission as soon as possible, so I would be happy to discuss further if that would assist in your review.

Best,

Ben
Benjamin D. Arden
Chief of Staff & Legal Advisor
Office of Commissioner Brendan Carr
Federal Communications Commission
Washington, DC 20554
202-418-0288

From: [Brendan Carr](#)
To: [Coopersmith, Wesley](#)
Cc: [Dans, Paul](#); [Chretien, Spencer](#); [Brendan Carr](#)
Subject: Re: [EXTERNAL]: 2025 Presidential Transition Project Invite
Date: Friday, September 30, 2022 6:31:36 AM

Thanks all for reaching out on this. I'm happy to do it. The FCC's ethics officials have signed off on me doing a chapter on FCC issues. I will have to do it in my personal capacity, which in this case just means that my title can't be "Commissioner Carr," but a description of my bio, if you include those things, can note that I am an FCC Commissioner. I can still use the "Honorable" title, though, in lieu of the Commissioner title.

My personal email is (b) (6) which is probably the best place to discuss the chapter and timing etc.

- Brendan

From: Coopersmith, Wesley <Wesley.Coopersmith@heritage.org>
Sent: Friday, September 23, 2022 4:08 PM
To: Brendan Carr <Brendan.Carr@fcc.gov>
Cc: Dans, Paul <Paul.Dans@heritage.org>; Chretien, Spencer <Spencer.Chretien@heritage.org>
Subject: [EXTERNAL]: 2025 Presidential Transition Project Invite

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Brendan,

Heritage invites you to join the 2025 Presidential Transition Project as the lead author of Chapter 29 of Heritage's Mandate for Leadership: The Conservative Promise. This chapter focuses on the FCC. Paul/Spencer can follow up with more details early next week, but I wanted to get this on your radar now.

Thank you for your consideration.

Best,

[Wesley Coopersmith](#)

Chief of Staff to the President
The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002
202-608-6038

[heritage.org](https://www.heritage.org)

From: [Brendan Carr](#)
To: [Kirby, Paul](#); [Greg Watson](#)
Subject: RE: [EXTERNAL]: house letter on your participation on project 2025
Date: Wednesday, July 17, 2024 7:36:00 PM

Yep. I sought guidance from the FCC's career ethics officials before writing the chapter. The FCC's career ethics official approved of me participating in my personal capacity, which I did. And I made clear to Heritage that I would only be participating in my personal capacity. As to my title, the FCC's career ethics official said that I could include my current position in any bio I supplied to Heritage along with other biographical details, and that is what I did.

From: Kirby, Paul <paul.kirby@wolterskluwer.com>
Sent: Wednesday, July 17, 2024 7:15 PM
To: Greg Watson <Gregory.Watson@fcc.gov>
Cc: Brendan Carr <Brendan.Carr@fcc.gov>
Subject: [EXTERNAL]: house letter on your participation on project 2025

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Can we get the statement you have given others. Thanks.

Paul Kirby
Senior Editor, TR Daily
Legal & Regulatory U.S.
Wolters Kluwer
202-842-8920
paul.kirby@wolterskluwer.com

From: [Fara Damelin](#)
To: [Brendan Carr](#)
Subject: RE: Letter from Congressman Huffman et al.
Date: Thursday, July 18, 2024 5:44:04 PM

Good afternoon, Commissioner Carr.

I'm writing to confirm receipt of the below email and attachments.

Thank you.

Fara

Fara Damelin
Inspector General
Federal Communications Commission
45 L Street NE, Washington, DC 20554
(202) 418-1522 | Fara.Damelin@fcc.gov

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From: Brendan Carr <Brendan.Carr@fcc.gov>
Sent: Thursday, July 18, 2024 3:06 PM
To: Fara Damelin <Fara.Damelin@fcc.gov>
Subject: Letter from Congressman Huffman et al.

Hello IG Damelin,

I saw that Congressman Huffman and other Members sent you a letter yesterday.

I thought it might be helpful if I provided you with the statement (inserted below) that I sent to reporters that asked for a comment as well as the ethics office correspondence (attached above) that I reference there.

"I sought guidance from the FCC's career ethics officials before writing the chapter. The FCC's career ethics official approved of me participating in my personal capacity, which I did. And I made clear to Heritage that I would only be participating in my personal capacity. As to my title, the FCC's career ethics official said that I could include my current position in any bio I supplied to Heritage along with other biographical details, and that is what I did."

Thank you,

- Brendan

Brendan Carr
Commissioner
Federal Communications Commission

Congress of the United States
House of Representatives
Washington, DC 20515–0502

July 17, 2024

The Honorable Henry J. Kerner
Special Counsel
Office of Special Counsel
1730 M Street, NW Suite 218
Washington, D.C. 20036-4505

The Honorable Shelley Finlayson
Acting Director
Office of Government Ethics
250 E Street, SW., Suite 750
Washington, DC 20024

The Honorable Fara Damelin
Inspector General
Federal Communications Commission
45 L Street NE
Washington, DC 20554

Dear Special Counsel Kerner, Acting Director Finlayson, and Inspector General Damelin:

We respectfully request that the Office of Special Counsel, Office of Government Ethics, and Office of the Inspector General of the Federal Communications Commission (FCC) investigate possible ethics violations by Federal Communications Commissioner Brendan Carr. We are concerned that Commissioner Carr may be misusing his official position as an executive-level employee of the FCC to craft and advance a political playbook to influence the presidential election in favor of Donald Trump, in violation of the Hatch Act (5 U.S.C. §§ 7321-7326) and the Standards of Ethical Conduct for Employees of the Executive Branch (5 U.S.C. § 2635).

In April 2023, a network of former Trump officials and archconservative organizations came together under the leadership of the Heritage Foundation to produce the 2025 Presidential Transition Project (Project 2025) with the self-declared “goal of shaping policy decisions among presidential candidates.”¹ Project 2025 lays out a detailed roadmap for a conservative presidential administration to consolidate power in the presidency and gut checks and balances. The President of the Heritage Foundation, Kevin Roberts, claims that Project 2025 is “institutionalizing Trumpism.”² Paul Dans, the Director of Project 2025 and Trump’s former Director of the Office of Management and Budget (OMB), also noted during the Republican primary that his affiliates expect and “and hope” that Trump will ultimately end up in office again.³

¹ The Heritage Foundation, “Project 2025 Publishes Comprehensive Policy Guide, ‘Mandate for Leadership: The Conservative Promise,’” April 21, 2023, <https://www.heritage.org/press/project-2025-publishes-comprehensive-policy-guide-mandate-leadership-the-conservative-promise>.

² Lulu Garcia-Navarro, “Inside the Heritage Foundation’s Plans for ‘Institutionalizing Trumpism,’” *New York Times*, January 21, 2024, <https://www.nytimes.com/2024/01/21/magazine/heritage-foundation-kevin-roberts.html>.

³ Shelby Talcott, “The Heritage Foundation Recruits an Army to Build a Trump Presidency Playbook,” *Semafor*, February 20, 2024, <https://www.semafor.com/article/02/20/2024/heritage-recruits-an-army-to-build-a-trump-presidency-playbook>.

It is alarming that Commissioner Carr was one of many Trump appointees to participate in this endeavor. Although federal employees may certainly express their private opinions or engage in political activity in their personal capacity, they may not do so in their official capacity.⁴ Despite this requirement, Commissioner Carr used his official title to author the chapter of Project 2025 about the FCC.⁵

The Misuse of Position Rule clearly prohibits federal employees from using their government positions, titles, or authority to sign letters, write op-eds, speak in their personal capacity, or—as it were—draft the blueprint for archconservatives to take over their agency.⁶ Nevertheless, Project 2025 unambiguously identifies Commissioner Carr as the sole author of the chapter about the FCC, referring to him as “FCC Commissioner Brendan Carr.”⁷ Commissioner Carr’s official title is included again in the authors section, which describes him as “the senior Republican on the Federal Communications Commission.”⁸

This potential misuse of title raises serious questions about Commissioner Carr’s commitment to keeping his private political activities separate from his official duties. Therefore, we ask the relevant authorities to determine to what extent Commissioner Carr violated the Misuse of Position Rule or leveraged his government office in other ways to enhance his personal standing or advance the private and political interests of Project 2025. This includes any efforts to give an appearance of government sanction to Project 2025, favor partisan allies, utilize information learned by virtue of his position, accept gifts or compensation for writing about the FCC, or misuse official time and government property to contribute to Project 2025.⁹

To verify if Commissioner Carr assented to the use of his official title or otherwise violated the Standards of Conduct, we ask you to question him, review his ethics disclosures, and request access to his government devices and correspondence with any Project 2025 affiliates.

Additionally, we urge the Office of Special Counsel to determine if Commissioner Carr violated the Hatch Act, which prohibits federal employees from “using their official authority or influence to interfere with or affect the result of an election by, for example, using their official titles or positions while engaged in political activity.”¹⁰

While there is no Hatch Act prohibition against Commissioner Carr engaging in political activity in his personal capacity, he may not use his government title, office, or computer nor may he rely

⁴ 5 U.S.C. §§ 2635.702, 7323(a) and 7324(a).

⁵ The Heritage Foundation, *Project 2025: Mandate for Leadership*, April 2023, https://archive.org/details/2025_MandateForLeadership_FULL.

⁶ Office of Government Ethics, “Standards of Ethical Conduct,” [https://www.oge.gov/web/oge.nsf/0/86D5B4F72AF0FBCB852585B6005A1A22/\\$FILE/Standards%20of%20Ethical%20Conduct%20508.pdf](https://www.oge.gov/web/oge.nsf/0/86D5B4F72AF0FBCB852585B6005A1A22/$FILE/Standards%20of%20Ethical%20Conduct%20508.pdf). Based in 5 U.S.C. § 2635 Subpart G.

⁷ Heritage Foundation, *Project 2025*, p. 825. See the full chapter at pp. 845-857. The Author’s Note at the end of Commissioner Carr’s chapter states that “the author alone assumes responsibility for the content of this chapter, and no views expressed herein should be attributed to any other individual,” making clear that Commissioner Carr is solely responsible for this chapter.

⁸ *Ibid.*, 15.

⁹ Office of Government Ethics, “Standards of Ethical Conduct.”

¹⁰ Office of Special Counsel, “Federal Employee Hatch Act Information,” <https://osc.gov/Services/Pages/HatchAct-Federal.aspx#tabGroup12>.

on the official time and resources of other federal employees. As to the secondary question of whether contributing to Project 2025 constitutes political activity, there is ample evidence that Project 2025 is a partisan effort to support a conservative candidate and influence the election.

Project 2025 speaks openly about supporting the “next conservative President.” Inasmuch as the conservative party is the Republican Party, it would not be a stretch to say that Project 2025 supports the Republican Party and the election of a new GOP President.

For instance, the landing page for the playbook states that Project 2025 is “building now for a conservative victory.”¹¹ It reads further: “The time is short, and conservatives need a plan. The project will create a playbook of actions to be taken in the first 180 days of the new Administration to bring quick relief to Americans suffering from the Left’s devastating policies.”¹² The group’s mission statement declares: “It is not enough for conservatives to win elections. If we are going to rescue the country from the grip of the radical Left, we need both a governing agenda and the right people in place, ready to carry this agenda out on day one of the next conservative administration.” It adds: “The project is the effort of a broad coalition of conservative organizations that have come together to ensure a successful administration begins in January 2025. With the right conservative policy recommendations and properly vetted and trained personnel to implement them, we will take back our government.”¹³

In addition to its blatant support for the Republican Party, Project 2025 openly touts its ties to candidate Trump. The entire leadership team of Project 2025 served in Trump’s White House, and most of its authors are former Trump aides and officials who are likely to serve in any future potential Trump administration. That includes Russ Vought, a self-described Christian Nationalist who authored part of Project 2025 and served as Trump’s Director of the Office of Management and Budget (OMB).¹⁴ Earlier this year, the Trump Campaign and the Republican National Committee (RNC) also named Vought as the Policy Director of the RNC committee crafting the party platform.¹⁵ The Trump Campaign’s National Press Secretary, Karoline Leavitt, also appeared in a Heritage Foundation video alongside other former Trump administration staffers to promote Project 2025’s training program for potential future political appointees.¹⁶ Earlier this year, John McEntee – a former director of the White House Presidential Personnel Office for Trump and a senior advisor for Project 2025 – told *The Daily Wire* that the Trump Campaign and Project 2025 would “integrate a lot of our work” after the summer.¹⁷

¹¹ Heritage Foundation, “Project 2025,” <https://www.project2025.org/>.

¹² *Ibid.*

¹³ Heritage Foundation, “About Project 2025,” <https://www.project2025.org/about/about-project-2025/>.

¹⁴ Beth Reinhard, “Trump Loyalist Pushes ‘post-Constitutional’ Vision for Second Term,” *Washington Post*, June 8, 2024, <https://www.washingtonpost.com/politics/2024/06/08/russ-vought-trump-second-term-radical-constitutional/>.

¹⁵ *Ibid.* See Republican National Committee, “RNC, Trump Campaign Announce Leadership for 2024 Republican National Convention’s Platform Committee,” <https://gop.com/press-release/rnc-trump-campaign-announce-leadership-for-2024-republican-national-conventions-platform-committee/>.

¹⁶ Patrick Svitek, “Trump Tries to Distance Himself From Project 2025 Plan,” *Washington Post*, July 6, 2024, <https://www.washingtonpost.com/politics/2024/07/05/trump-project-2025-disavowal/>. See also Heritage Foundation, “Project 2025 Presidential Administration Academy” (Video), <https://www.youtube.com/watch?v=ITw6SNI3SR4>.

¹⁷ Adriana Gomez Licon, “Biden Assails Project 2025, Trump Denies Knowing About It | AP News,” AP News, July 7, 2024, <https://apnews.com/article/trump-project-2025-biden-9d372469033d23e1e3aef5cf0470a2e6>.

Additionally, the leading pro-Trump Super PAC (MAGA Inc.) is running ads to promote “Trump’s Project 2025” with a website titled TrumpProject2025.com.¹⁸ Project 2025 also boasts that “the Trump administration relied heavily on Heritage’s “Mandate” for policy guidance, embracing nearly two-thirds of Heritage’s proposals within just one year in office.”¹⁹ And Trump campaign officials acknowledge that Project 2025 aligns well with their own “Agenda 47” program, which in some cases even cites the work of the Heritage Foundation.²⁰

For his part, Trump has said that he “needs” the Heritage Foundation to enact his agenda, and he has gone out of his way to praise its leaders.²¹ Earlier this year, Trump praised Roberts as “the highly respected president of the Heritage Foundation” and urged him to “keep going” and “get the word out.”²² Just a month later, Trump was shaking hands with Roberts in front of the National Religious Broadcasters and publicly praising him again, saying that the “Heritage Foundation president is somebody else doing an unbelievable job; he’s bringing it back at level it’s never seen.”²³ At the same event, Roberts laid out additional information about Project 2025 and declared: “We want no credit, we want the American people if President Trump is elected again, President Trump and his administration to take credit for that.”²⁴

Given the close ties between Project 2025, Trump, and his re-election campaign, it is deeply troubling that Commissioner Carr would use his official title and position to author part of the political playbook for a Republican presidential candidate. At the very least, it creates an appearance of impropriety.

For all the aforementioned reasons, we ask you to investigate and make a determination as to whether Commissioner Carr complied with the Hatch Act and other federal ethics laws and regulations. Since we are already deep into the presidential election season, we would appreciate your prompt attention to this matter, interim updates on the status of your investigation, and a briefing on your findings.

We trust you will coordinate appropriately with the Department of Justice to preserve the ability to prosecute any criminal Hatch Act violations. We also request that if during your investigation you encounter evidence of misconduct beyond your agency’s remit, you promptly refer it to the appropriate authority and notify us.

¹⁸ Media Matters Staff, “Project 2025 Advisor Says the Initiative Will ‘Integrate a Lot of Our Work’ With the Trump Campaign Later This Year,” Media Matters for America, April 22, 2024, <https://www.mediamatters.org/project-2025/project-2025-advisor-says-initiative-will-integrate-lot-our-work-trump-campaign-later>.

¹⁹ The Heritage Foundation, “Trump Administration Embraces Heritage Foundation Policy Recommendations,” <https://www.heritage.org/impact/trump-administration-embraces-heritage-foundation-policy-recommendations>.

²⁰ Michael Hirsh, “Inside the Next Republican Revolution,” *POLITICO*, September 19, 2023, <https://www.politico.com/news/magazine/2023/09/19/project-2025-trump-reagan-00115811>.

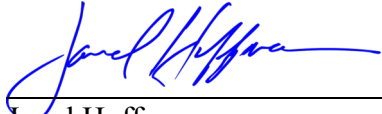
²¹ Rachel Dobkin, “Donald Trump’s Project 2025 Post Met With Skepticism,” *Newsweek*, July 6, 2024, <https://www.newsweek.com/donald-trump-project-2025-heritage-foundation-1921773>.

²² J.D. Wolf, “Trump Praised President of Project 2025 Parent Group by Name Twice This Year,” *Meidas Touch News*, July 5, 2024, <https://meidasnews.com/news/trump-praised-president-of-project-2025-parent-group-by-name-twice-this-year>.

²³ *Ibid.*

²⁴ Kate Plummer, “Donald Trump Allies’ Project 2025 Comments Resurface After He Denies Role,” *Newsweek*, July 6, 2024, <https://newsweek.com/project-2025-donald-trump-heritage-foundation-1921824>.

Sincerely,



Jared Huffman
Member of Congress



Ted W. Lieu
Member of Congress



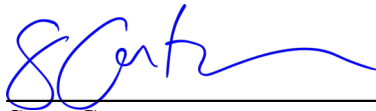
Henry C. "Hank" Johnson, Jr.
Member of Congress



Dan Goldman
Member of Congress



Ayanna Pressley
Member of Congress



Sean Casten
Member of Congress



Pramila Jayapal
Member of Congress



Jasmine Crockett
Member of Congress



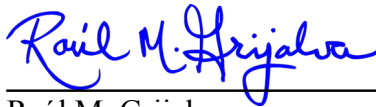
Barbara Lee
Member of Congress



Delia C. Ramirez
Member of Congress



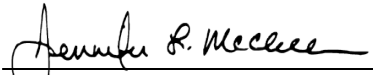
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Member of Congress



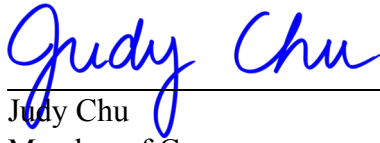
Raúl M. Grijalva
Member of Congress



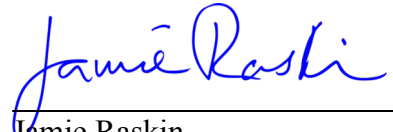
Eleanor Holmes Norton
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Jennifer L. McClellan
Member of Congress



Judy Chu
Member of Congress



Jamie Raskin
Member of Congress