

- Family Research Council's [recently updated report on the SPLC's radical "Learning for Justice" Program](#).
- Heritage: [Congress Didn't Give OSHA Authority to Impose Vaccine Mandates](#)

If there is a topic that you would like the group to discuss in future meetings, please let me know. We also welcome recommendations for new participants of the working group.

We hope you will be able to join us next month as we continue the conversation about restoring freedom in education.

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**Bridget Weisenburger**

*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

[heritage.org](#)

**Subject:** RE: Heritage's Education Freedom Working Group today  
**Date:** Friday, October 29, 2021 at 8:14:51 AM Mountain Daylight Time  
**From:** Weisenburger, Bridget [REDACTED]@heritage.org>  
**To:** John Dougall <jdougall@utah.gov>  
**CC:** Kaylee Hodgson <khodgson@utah.gov>

John and Kaylee,  
Thank you very much for joining the call. We also received a lot of positive feedback.

I planned to share the following links in a follow-up email today. Are the slides available to share? And is there anything else you'd recommend?

<https://transparent.utah.gov/>

<https://auditor.utah.gov/kids/>

Thanks again,  
Bridget

---

**Bridget Weisenburger**

*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

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

**From:** John Dougall <jdougall@utah.gov>  
**Sent:** Thursday, October 28, 2021 11:29 PM  
**To:** Weisenburger, Bridget [REDACTED]@heritage.org>  
**Cc:** Kaylee Hodgson <khodgson@utah.gov>  
**Subject:** Re: Heritage's Education Freedom Working Group today

Bridget: Thanks for today's opportunity to present Project KIDS. We're already hearing positive feedback and follow-up inquiries.

---

**From:** "Weisenburger, Bridget" <[REDACTED]@heritage.org>  
**Date:** Thursday, October 28, 2021 at 9:36 AM  
**To:** Kaylee Hodgson <[khodgson@utah.gov](mailto:khodgson@utah.gov)>  
**Cc:** John Dougall <[jdougall@utah.gov](mailto:jdougall@utah.gov)>  
**Subject:** RE: Heritage's Education Freedom Working Group today

Hi Kaylee,  
Absolutely!

Thank you,  
Bridget

---

**Bridget Weisenburger**

*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

[REDACTED]  
[heritage.org](http://heritage.org)

**From:** Kaylee Hodgson <[khodgson@utah.gov](mailto:khodgson@utah.gov)>  
**Sent:** Thursday, October 28, 2021 11:27 AM  
**To:** Weisenburger, Bridget <[REDACTED]@heritage.org>  
**Cc:** John Dougall <[jdougall@utah.gov](mailto:jdougall@utah.gov)>  
**Subject:** Re: Heritage's Education Freedom Working Group today

Hi Bridget,

Thank you for the information. We look forward to today's discussion. I would be happy for you to share my email. Would you also share the following link to our public dashboards: [auditor.utah.gov/kids](http://auditor.utah.gov/kids)

Sincerely,

**Kaylee Hodgson**

Project KIDS Manager  
Office of the State Auditor  
(801) 707-9059

On Thu, Oct 28, 2021 at 9:18 AM Weisenburger, Bridget <[REDACTED]@heritage.org> wrote:  
Good morning,

I just wanted to share a quick sketch of the meeting this afternoon.

I typically try to give people a few extra minutes to join the call, but I will kick off introductions no later than 2:18 pm EDT. From there I will kick it over to you to present and answer questions until roughly 3:00pm EDT. At that point, we can wrap up your section of the call and I will transition over to Emilie Kao on parental rights and responsibility. You are welcome to stay for that part of the call.

The audience is primarily education staff at state think tanks, but I also have some national education leaders such as staff from ALEC and Cato. I anticipate they will have a lot of questions.

After the call, I typically share brief notes, links, and contact information. Kaylee, would you like me to include your email if people have questions? I would also be happy to circulate any links you would like shared.

Please don't hesitate to reach out with questions. I can be reached via text or a call on my cell at [REDACTED]

Thanks,  
Bridget

---

**Bridget Weisenburger**

*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

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

com

[REDACTED]

[REDACTED]

[REDACTED] Gorka, Katharine <[REDACTED]@heritage.org>,  
Olivastro, Andrew <[REDACTED]@heritage.org>, Domine Clemons  
[REDACTED] Jude Schwalbach <[REDACTED]>

CC: Terry Stoops <[REDACTED]>

Good afternoon,

I hope you can join us in 15 minutes for this month's Education Freedom Working Group.

---

Good afternoon,

I hope you can join us on **Thursday, October 28 at 2:15-3:15 pm ET** for a conversation about parental responsibility and Utah state auditor's [Project KIDS](#).

Utah Auditor **John Dougall** and **Kaylee Hodgson** the [Project KIDS](#) manager will kick off the conversation sharing how their four-year project integrates detailed financial, operational, and performance data for all public K-12 local education agencies across the state of Utah to improve data-driven decision making and transparency on education spending. **Emilie Kao**, VP of Advocacy Strategy at ADF, will share the importance of articulating [parental rights and responsibility in education](#).

We look forward to a lively conversation and hope to hear different perspectives on the various issues. And as usual, if there are any allies that you would recommend adding to the call, please let me know and I would be happy to include them.

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All the best,

Bridget

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## Microsoft Teams meeting

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**Subject:** RE: Heritage's Education Freedom Working Group today  
**Date:** Thursday, October 28, 2021 at 9:36:07 AM Mountain Daylight Time  
**From:** Weisenburger, Bridget <[REDACTED]@heritage.org>  
**To:** Kaylee Hodgson <khodgson@utah.gov>  
**CC:** John Dougall <jdougall@utah.gov>

Hi Kaylee,  
Absolutely!

Thank you,  
Bridget

---

**Bridget Weisenburger**  
*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002  
[REDACTED]  
heritage.org

**From:** Kaylee Hodgson <khodgson@utah.gov>  
**Sent:** Thursday, October 28, 2021 11:27 AM  
**To:** Weisenburger, Bridget <[REDACTED]@heritage.org>



Cc: John Dougall <jdougall@utah.gov>

Subject: Re: Heritage's Education Freedom Working Group today

Hi Bridget,

Thank you for the information. We look forward to today's discussion. I would be happy for you to share my email. Would you also share the following link to our public dashboards: [auditor.utah.gov/kids](https://auditor.utah.gov/kids)

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Project KIDS Manager

Office of the State Auditor

(801) 707-9059

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Thanks,  
Bridget

---

**Bridget Weisenburger**

*Associate Director, Coalition Relations*

The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

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

**Subject:** Re: Heritage's Education Freedom Working Group today  
**Date:** Thursday, October 28, 2021 at 9:26:33 AM Mountain Daylight Time  
**From:** Kaylee Hodgson <khodgson@utah.gov>  
**To:** Weisenburger, Bridget <[REDACTED]@heritage.org>  
**CC:** John Dougall <jdougall@utah.gov>

Hi Bridget,

Thank you for the information. We look forward to today's discussion. I would be happy for you to share my email. Would you also share the following link to our public dashboards: [auditor.utah.gov/kids](https://auditor.utah.gov/kids)

Sincerely,

**Kaylee Hodgson**  
Project KIDS Manager  
Office of the State Auditor  
(801) 707-9059

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Please don't hesitate to reach out with questions. I can be reached via text or a call on my cell at 419-410-4533.

Thanks,

Bridget

---

**Bridget Weisenburger**

*Associate Director, Coalition Relations*

The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

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

**Subject:** Heritage's Education Freedom Working Group today

**Date:** Thursday, October 28, 2021 at 9:18:03 AM Mountain Daylight Time

**From:** Weisenburger, Bridget <[REDACTED]@heritage.org>

**To:** John Dougall <jdougall@utah.gov>, Kaylee Hodgson <khodgson@utah.gov>

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Please don't hesitate to reach out with questions. I can be reached via text or a call on my cell at [REDACTED]  
[REDACTED]

Thanks,  
Bridget

---

Bridget Weisenburger

*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

heritage.org

**Subject:** INVITE: Education Freedom Working Group

**Date:** Tuesday, October 19, 2021 at 7:24:00 AM Mountain Daylight Time

**From:** Weisenburger, Bridget <[REDACTED]@heritage.org>

**To:** Butcher, Jonathan <[REDACTED]@heritage.org>, Greene, Jay <[REDACTED]@heritage.org>, Burke, Lindsey <[REDACTED]@heritage.org>, Schoof, John <[REDACTED]@heritage.org>, Kaylee Hodgson <khodgson@utah.gov>, John Dougall <jdougall@utah.gov>, Emilie Kao

[REDACTED]

[REDACTED],  
Brittany Jones  
<Brittany.Jones@familylinkalliance.com>, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Kathleen O'Toole  
[REDACTED], Jason Bedrick <[REDACTED]>

[REDACTED]

[REDACTED] Ryan Walters

[REDACTED]

[REDACTED]

[REDACTED] Cherise Trump

[REDACTED]

[REDACTED] Gorka, Katharine <[REDACTED]@heritage.org>,  
Olivastro, Andrew <[REDACTED]@heritage.org>, Domine Clemons  
[REDACTED]

Good afternoon,

I hope you can join us on **Thursday, October 28 at 2:15-3:15 pm ET** for a conversation about parental responsibility and Utah state auditor's [Project KIDS](#).

Utah Auditor **John Dougall** and **Kaylee Hodgson** the [Project KIDS](#) manager will kick off the conversation sharing how their four-year project integrates detailed financial, operational, and performance data for all public K-12 local education agencies across the state of Utah to improve data-driven decision making and transparency on education spending. **Emilie Kao**, VP of Advocacy Strategy at ADF, will share the importance of articulating [parental rights and responsibility in education](#).

We look forward to a lively conversation and hope to hear different perspectives on the various issues. And as usual, if there are any allies that you would recommend adding to the call, please let me know and I would be happy to include them.

As you might have heard, we are delighted to welcome [Dr. Kevin Roberts](#) as the new president of the Heritage Foundation. He is life-long educator with experience ranging from founding a K-12 academy to leading a college as well as a think tank.

All the best,

Bridget

---

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**Subject:** INVITE: Education Freedom Working Group

**Date:** Tuesday, October 19, 2021 at 7:18:25 AM Mountain Daylight Time

**From:** Weisenburger, Bridget [REDACTED]@heritage.org>

**To:** Butcher, Jonathan [REDACTED]@heritage.org>, Greene, Jay [REDACTED]@heritage.org>, Burke, Lindsey <[REDACTED]@heritage.org>, Schoof, John <[REDACTED]@heritage.org>, Kaylee Hodgson <khodgson@utah.gov>, John Dougall <jdougall@utah.gov>, Emilie Kao

[REDACTED]

[REDACTED], Brittany Jones

[REDACTED]



[REDACTED]

[REDACTED]

Kathleen O'Toole

[REDACTED]

[REDACTED]

Ryan Walters

[REDACTED]

[REDACTED]

[REDACTED]

Cherise Trump

[REDACTED]

Olivastro, Andrew

[REDACTED]

Gorka, Katharine <  
@heritage.org>

[REDACTED]

@heritage.org>

Good afternoon,

I hope you can join us on **Thursday, October 28 at 2:15-3:15 pm ET** for a conversation about parental responsibility and Utah state auditor's [Project KIDS](#).

Utah Auditor **John Dougall** and **Kaylee Hodgson** the [Project KIDS](#) manager will kick off the conversation sharing how their four-year project integrates detailed financial, operational, and performance data for all public K-12 local education agencies across the state of Utah to improve data-driven decision making and transparency on education spending. **Emilie Kao**, VP of Advocacy Strategy at ADF, will share the importance of articulating [parental rights and responsibility in education](#).

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All the best,

Bridget

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**Subject:** Re: Interest in Briefing Heritage's Education Freedom Working Group?

**Date:** Monday, October 18, 2021 at 4:41:28 PM Mountain Daylight Time

**From:** Kaylee Hodgson <khodgson@utah.gov>

**To:** Weisenburger, Bridget <[REDACTED]@heritage.org>

**CC:** John Dougall <jdougall@utah.gov>

Thank you for the heads up, Bridget. We're looking forward to it.

**Kaylee Hodgson**  
Project KIDS Manager  
Office of the State Auditor  
(801) 707-9059

On Mon, Oct 18, 2021 at 2:14 PM Weisenburger, Bridget <[REDACTED]@heritage.org> wrote:

Hi Kaylee,

I just wanted to give you a heads up that I had to move the event by 15 minutes. That said, I have you going first and you should be done by 3pm EDT.

I'll send a rough sketch of the agenda by early next week, but in the meanwhile please feel free to share

any questions you might have.

All the best,

Bridget

---

**Bridget Weisenburger**

Associate Director, Coalition Relations  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

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

**From:** Kaylee Hodgson <[khodgson@utah.gov](mailto:khodgson@utah.gov)>

**Sent:** Wednesday, October 6, 2021 3:05 PM

**To:** Weisenburger, Bridget [REDACTED] <[\[REDACTED\]@heritage.org](mailto:[REDACTED]@heritage.org)>

**Cc:** John Dougall <[jdougall@utah.gov](mailto:jdougall@utah.gov)>

**Subject:** Re: Interest in Briefing Heritage's Education Freedom Working Group?

Hi Bridget,

That sounds great. Any time is fine on the 28th, but before 3pm EDT is preferred.

Here is a summary of the project to include in the invite:

*Project KIDS is an innovative performance audit aimed at improving data-driven decision making for public education spending. The project integrates detailed financial, operational, and performance data for all public K-12 local education agencies across the state of Utah. Launched approximately four years ago, the Utah Office of the State Auditor worked closely with two school districts to explore the feasibility of such a large undertaking. Now Project KIDS provides a level of transparency at a statewide scope previously unimagined by education stakeholders, encompassing all 41 school districts and 120 charter schools in Utah for school years 2014 through 2020.*

Sincerely,

**Kaylee Hodgson**

Project KIDS Manager

Office of the State Auditor

(801) 707-9059

On Wed, Oct 6, 2021 at 11:21 AM Weisenburger, Bridget [REDACTED] <[\[REDACTED\]@heritage.org](mailto:[REDACTED]@heritage.org)> wrote:

Hi Kaylee and Auditor Dougall,

It looks like October 28<sup>th</sup> would be best on our end. Typically I aim for afternoon EDT so that we can get people across time zones. Do you have preferred times?

We typically keep the meeting to an hour sharp. I often have multiple speakers, but I think our audience will be very interested in digging into the details of what you've done so we will probably dedicate most of the hour to you. It can range from 30-50 people. It is normally the education staff at state think tanks and some national education leaders.

Also, if you have a description of Project KIDS, I'd like to weave it into my invite.

Thanks,

Bridget

---

**Bridget Weisenburger**

*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

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

**From:** Kaylee Hodgson <[khodgson@utah.gov](mailto:khodgson@utah.gov)>

**Sent:** Tuesday, October 5, 2021 4:47 PM

**To:** Weisenburger, Bridget [REDACTED] <[\[REDACTED\]@heritage.org](mailto:[REDACTED]@heritage.org)>; John Dougall <[jdougall@utah.gov](mailto:jdougall@utah.gov)>

**Subject:** Re: Interest in Briefing Heritage's Education Freedom Working Group?

Hi Bridget,

It was great to meet with you and I'm happy you enjoyed our demo. Auditor Dougall (cc'd) and I would be happy to discuss Project KIDS with the working group. Here are a few dates we are both available this month: October 19th, 21st, 22nd, 25th, and 28th. Do any of these work for you?

Sincerely,

**Kaylee Hodgson**

Project KIDS Manager

Office of the State Auditor

(801) 707-9059

On Tue, Oct 5, 2021 at 10:22 AM Weisenburger, Bridget [REDACTED]@heritage.org> wrote:

Hi Kaylee,

Thanks so very much for your briefing last week on Project KIDS. It was fascinating. Would you be open to sharing specifically what you've done on the education side with a private virtual working group I host on education freedom? It is a combination of state and national education reformers. With so much money going to the states this year for education, I know a lot of them are very concerned that it will be poorly spent.

If you are interested, is there a few good dates this month?

I'd be happy to answer any questions you might have.

Thanks,

Bridget

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*Associate Director, Coalition Relations*

The Heritage Foundation

214 Massachusetts Avenue, NE

Washington, DC 20002

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

**Subject:** RE: Interest in Briefing Heritage's Education Freedom Working Group?

**Date:** Monday, October 18, 2021 at 2:14:13 PM Mountain Daylight Time

**From:** Weisenburger, Bridget [REDACTED]@heritage.org>

**To:** Kaylee Hodgson <khodgson@utah.gov>

**CC:** John Dougall <jdougall@utah.gov>

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[REDACTED]

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**Sent:** Tuesday, October 5, 2021 4:47 PM

**To:** Weisenburger, Bridget [REDACTED] <[\[REDACTED\]@heritage.org](mailto:[REDACTED]@heritage.org)>; John Dougall <[jdougall@utah.gov](mailto:jdougall@utah.gov)>

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*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002  
[REDACTED]

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

**Subject:** INVITE: Education Freedom Working Group

**Date:** Monday, October 18, 2021 at 2:08:19 PM Mountain Daylight Time

**From:** Weisenburger, Bridget <[REDACTED]@heritage.org>

**To:** Butcher, Jonathan <[REDACTED]@heritage.org>, Greene, Jay <[REDACTED]@heritage.org>, Burke, Lindsey <[REDACTED]@heritage.org>, Schoof, John <[REDACTED]@heritage.org>, Kaylee Hodgson <khodgson@utah.gov>, John Dougall <jdougall@utah.gov>, Emilie Kao  
[REDACTED]

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We look forward to a lively conversation and hope to hear different perspectives on the various issues. And as usual, if there are any allies that you would recommend adding to the call, please let me know and I would be happy to include them.

As you might have heard, we are delighted to welcome [Dr. Kevin Roberts](#) as the new president of the Heritage Foundation. He is life-long educator with experience ranging from founding a K-12 academy to leading a college.

All the best,

Bridget

---

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**Subject:** INVITE: Education Freedom Working Group

**Date:** Friday, October 15, 2021 at 1:54:01 PM Mountain Daylight Time

**From:** Weisenburger, Bridget [REDACTED]@heritage.org>

**To:** Butcher, Jonathan [REDACTED]@heritage.org>, Greene, Jay [REDACTED]@heritage.org>, Burke, Lindsey [REDACTED]@heritage.org>, Schoof, John [REDACTED]@heritage.org>, Kaylee Hodgson <khodgson@utah.gov>, John Dougall <jdougall@utah.gov>, Emilie Kao [REDACTED]

Good afternoon,

I hope you can join us on **Thursday, October 28 at 2:00-3:00 pm ET** for a conversation about parental responsibility and Utah state auditor's [Project KIDS](#).

Utah Auditor **John Dougall** and **Kaylee Hodgson** the [Project KIDS](#) manager will kick off the conversation sharing how their four-year project integrates detailed financial, operational, and performance data for all public K-12 local education agencies across the state of Utah to improve data-driven decision making and transparency on education spending. **Emilie Kao**, VP of Advocacy Strategy at ADF, will share the importance of articulating [parental rights and responsibility in education](#).

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As you might have heard, we are delighted to welcome [Dr. Kevin Roberts](#) as the new president of the Heritage Foundation. He is life-long educator with experience ranging from founding a K-12 academy to leading a college.

All the best,

Bridget

---

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**Subject:** Re: Connecting on Project Kids

**Date:** Wednesday, October 6, 2021 at 2:24:04 PM Mountain Daylight Time

**From:** Kaylee Hodgson <khodgson@utah.gov>

**To:** Burke, Lindsey [REDACTED]@heritage.org>

**CC:** alexnielson@utah.gov <alexnielson@utah.gov>, jdougall@utah.gov <jdougall@utah.gov>, Dan Lips [REDACTED] Brandon [REDACTED] Greene, Jay [REDACTED]@heritage.org>, Weisenburger, Bridget [REDACTED]@heritage.org>

Hi Lindsey,

Thank you for reaching out and thank you for that great feedback. We would be happy to schedule a meeting.

Dan and Brandon, both Auditor Dougall and I are available on the following dates this month: October 19th, 21st, 22nd, and 25th. Please let me know if any of these dates work for you and we can get that scheduled. We look forward to meeting with you.

Sincerely,

**Kaylee Hodgson**  
Project KIDS Manager  
Office of the State Auditor  
(801) 707-9059

On Wed, Oct 6, 2021 at 2:13 PM Burke, Lindsey <[REDACTED]@heritage.org> wrote:

Dear Kaylee and Alex,

Thank you again for briefing us on Project Kids and the phenomenal work you're doing to track school spending at such a granular level. The information was fascinating, and the way you're presenting it is so effective.

Dan Lips (former Heritage) and Brandon Detweiler (cc'd) are with the Lincoln Network, and are working on a school spending/ROI platform of their own. I was hoping you might be able to do a call with them similar to what you did for us, and walk them through your data/platform.

Thanks for considering!

Lindsey

---

**Lindsey Burke, Ph.D.**

*Director, Center for Education Policy and the Mark A. Kolokotronis Fellow in Education*  
**Institute for Family, Community, and Opportunity**

The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

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

**Subject:** Connecting on Project Kids

**Date:** Wednesday, October 6, 2021 at 2:13:28 PM Mountain Daylight Time

**From:** Burke, Lindsey [REDACTED]@heritage.org>

**To:** khodgson@utah.gov <khodgson@utah.gov>, alexnielson@utah.gov <alexnielson@utah.gov>

**CC:** jdougall@utah.gov <jdougall@utah.gov>, Dan Lips [REDACTED]  
Brandon [REDACTED] Greene, Jay [REDACTED]@heritage.org>,  
Weisenburger, Bridget [REDACTED]@heritage.org>

Dear Kaylee and Alex,

Thank you again for briefing us on Project Kids and the phenomenal work you're doing to track school spending at such a granular level. The information was fascinating, and the way you're presenting it is so effective.

Dan Lips (former Heritage) and Brandon Detweiler (cc'd) are with the Lincoln Network, and are working on a school spending/ROI platform of their own. I was hoping you might be able to do a call with them similar to what you did for us, and walk them through your data/platform.

Thanks for considering!

Lindsey

---

Lindsey Burke, Ph.D.

*Director, Center for Education Policy and the Mark A. Kolokotronis Fellow in Education*  
**Institute for Family, Community, and Opportunity**

The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

[REDACTED]  
heritage.org

**Subject:** Re: Interest in Briefing Heritage's Education Freedom Working Group?

**Date:** Wednesday, October 6, 2021 at 1:05:03 PM Mountain Daylight Time

**From:** Kaylee Hodgson <khodgson@utah.gov>

**To:** Weisenburger, Bridget [REDACTED]@heritage.org>

**CC:** John Dougall <jdougall@utah.gov>

Hi Bridget,

That sounds great. Any time is fine on the 28th, but before 3pm EDT is preferred.

Here is a summary of the project to include in the invite:

*Project KIDS is an innovative performance audit aimed at improving data-driven decision making for public education spending. The project integrates detailed financial, operational, and performance data for all public K-12 local education agencies across the state of Utah. Launched approximately four years ago, the Utah Office of the State Auditor worked closely with two school districts to explore the feasibility of such a large undertaking. Now Project KIDS provides a level of transparency at a statewide scope previously unimagined by education stakeholders, encompassing all 41 school districts and 120 charter schools in Utah for school years 2014 through 2020.*

Sincerely,

**Kaylee Hodgson**  
Project KIDS Manager  
Office of the State Auditor  
(801) 707-9059

On Wed, Oct 6, 2021 at 11:21 AM Weisenburger, Bridget <[REDACTED]@heritage.org> wrote:

Hi Kaylee and Auditor Dougall,

It looks like October 28<sup>th</sup> would be best on our end. Typically I aim for afternoon EDT so that we can get people across time zones. Do you have preferred times?

We typically keep the meeting to an hour sharp. I often have multiple speakers, but I think our audience will be very interested in digging into the details of what you've done so we will probably dedicate most of the hour to you. It can range from 30-50 people. It is normally the education staff at state think tanks and some national education leaders.

Also, if you have a description of Project KIDS, I'd like to weave it into my invite.

Thanks,

Bridget



---

**Bridget Weisenburger**

*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

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

**From:** Kaylee Hodgson <[khodgson@utah.gov](mailto:khodgson@utah.gov)>

**Sent:** Tuesday, October 5, 2021 4:47 PM

**To:** Weisenburger, Bridget [REDACTED] <[\[REDACTED\]@heritage.org](mailto:[REDACTED]@heritage.org)>; John Dougall <[jdougall@utah.gov](mailto:jdougall@utah.gov)>

**Subject:** Re: Interest in Briefing Heritage's Education Freedom Working Group?

Hi Bridget,

It was great to meet with you and I'm happy you enjoyed our demo. Auditor Dougall (cc'd) and I would be happy to discuss Project KIDS with the working group. Here are a few dates we are both available this month: October 19th, 21st, 22nd, 25th, and 28th. Do any of these work for you?

Sincerely,

**Kaylee Hodgson**

Project KIDS Manager

Office of the State Auditor

(801) 707-9059

On Tue, Oct 5, 2021 at 10:22 AM Weisenburger, Bridget [REDACTED] <[\[REDACTED\]@heritage.org](mailto:[REDACTED]@heritage.org)> wrote:

Hi Kaylee,

Thanks so very much for your briefing last week on Project KIDS. It was fascinating. Would you be open to sharing specifically what you've done on the education side with a private virtual working group I host on education freedom? It is a combination of state and national education reformers. With so much money going to the states this year for education, I know a lot of them are very concerned that it will be poorly spent.

If you are interested, is there a few good dates this month?

I'd be happy to answer any questions you might have.

Thanks,

Bridget

---

**Bridget Weisenburger**

*Associate Director, Coalition Relations*

The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

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

**Subject:** RE: Interest in Briefing Heritage's Education Freedom Working Group?  
**Date:** Wednesday, October 6, 2021 at 11:20:52 AM Mountain Daylight Time  
**From:** Weisenburger, Bridget <[REDACTED]@heritage.org>  
**To:** Kaylee Hodgson <khodgson@utah.gov>, John Dougall <jdougall@utah.gov>

Hi Kaylee and Auditor Dougall,

It looks like October 28<sup>th</sup> would be best on our end. Typically I aim for afternoon EDT so that we can get people across time zones. Do you have preferred times?

We typically keep the meeting to an hour sharp. I often have multiple speakers, but I think our audience will be very interested in digging into the details of what you've done so we will probably dedicate most of the hour to you. It can range from 30-50 people. It is normally the education staff at state think tanks and some national education leaders.

Also, if you have a description of Project KIDS, I'd like to weave it into my invite.

Thanks,  
Bridget

---

Bridget Weisenburger  
*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002  
[REDACTED]  
heritage.org

**From:** Kaylee Hodgson <khodgson@utah.gov>  
**Sent:** Tuesday, October 5, 2021 4:47 PM  
**To:** Weisenburger, Bridget <[REDACTED]@heritage.org>; John Dougall <jdougall@utah.gov>  
**Subject:** Re: Interest in Briefing Heritage's Education Freedom Working Group?

Hi Bridget,

It was great to meet with you and I'm happy you enjoyed our demo. Auditor Dougall (cc'd) and I would be happy to discuss Project KIDS with the working group. Here are a few dates we are both available this month: October 19th, 21st, 22nd, 25th, and 28th. Do any of these work for you?

Sincerely,

**Kaylee Hodgson**  
Project KIDS Manager  
Office of the State Auditor  
(801) 707-9059

On Tue, Oct 5, 2021 at 10:22 AM Weisenburger, Bridget <[REDACTED]@heritage.org> wrote:

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Bridget

---

**Bridget Weisenburger**

*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

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

**Subject:** Re: Interest in Briefing Heritage's Education Freedom Working Group?

**Date:** Tuesday, October 5, 2021 at 2:47:27 PM Mountain Daylight Time

**From:** Kaylee Hodgson <khodgson@utah.gov>

**To:** Weisenburger, Bridget <[REDACTED]@heritage.org>, John Dougall <jdougall@utah.gov>

Hi Bridget,

It was great to meet with you and I'm happy you enjoyed our demo. Auditor Dougall (cc'd) and I would be happy to discuss Project KIDS with the working group. Here are a few dates we are both available this month: October 19th, 21st, 22nd, 25th, and 28th. Do any of these work for you?

Sincerely,

**Kaylee Hodgson**  
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Office of the State Auditor  
(801) 707-9059

On Tue, Oct 5, 2021 at 10:22 AM Weisenburger, Bridget <[REDACTED]@heritage.org> wrote:

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If you are interested, is there a few good dates this month?

I'd be happy to answer any questions you might have.

Thanks,

Bridget

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**Bridget Weisenburger**  
*Associate Director, Coalition Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002  
[REDACTED]  
[heritage.org](https://www.heritage.org)

**Subject:** Reconciliation Briefing

**Date:** Wednesday, September 29, 2021 at 2:53:49 PM Mountain Daylight Time

**From:** Wagner, Bridgett [REDACTED]@heritage.org>

**To:** jdougall@utah.gov <jdougall@utah.gov>

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Dear friends,

Please [join](#) Heritage on **Thursday, Sept. 30** for a short briefing with movement allies to highlight how the reconciliation bill moving through Congress destroys our prosperity through regulation, robs us of livelihoods through higher taxes, and abandons the promise of opportunity by undermining the dignity of work. We look forward to hearing about your efforts as we continue to push back against these reckless ideas.

From 2:00 – 2:45 p.m. we'll hear **brief** updates from:

- Tommy Binion, Vice President, Government Relations, The Heritage Foundation
- Leader McCarthy's office
- Vance Ginn, Chief Economist, Texas Public Policy Foundation
- Matt Dickerson, Director, Center for the Federal Budget, The Heritage Foundation
- Garrett Bess, Vice President, Heritage Action for America

Thank you,  
Bridgett



**Subject:** Oklahoma education audit development  
**Date:** Thursday, September 16, 2021 at 3:37:42 PM Mountain Daylight Time  
**From:** Wagner, Bridgett [REDACTED]@heritage.org>  
**To:** John Dougall <jdougall@utah.gov>  
**Attachments:** Image.jpeg, Image.jpeg

Don't know if you know the auditor Candy Bird....

<https://twitter.com/deangeliscorey/status/1438576572617854981?s=21>

5:31



## Thread



 **Mike Davis**  and 3 others liked



**Corey A. DeAngelis**   
**@DeAngelisCorey**

...

**BREAKING:** Oklahoma Governor Kevin Stitt submitted a formal request for what would be the first-ever financial audit of the state's department of

state department of  
education.

2:52 PM · 9/16/21 · [Twitter for Android](#)

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5:32



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**Corey A. DeAngelis** · 2h



Replying to [@DeAngelisCorey](#)



J. Kevin Stitt  
Office of the Governor  
State of Oklahoma

September 16<sup>th</sup>, 2021

Cindy Byrd  
Oklahoma Auditor & Inspector  
2300 North Lincoln Boulevard, Room 123  
Oklahoma City, Oklahoma 73105

Dear Auditor Byrd:

As authorized by Section 212 (C) of Title 74 of the Oklahoma Statutes, I respectfully request an audit of the Oklahoma State Department of Education (OSDE) and all related entities. As required by the above citations, the cost of the audit shall be borne by OSDE.

The scope of the audit should address the following objectives:

- Objective 1 Identify all revenue sources flowing into the OSDE, including but not limited to, federal funds, state appropriations, taxes, and fees. Determine if the revenues were properly allocated and expenditures from selected funds were made in accordance with applicable laws.
- Objective 2 Determine if OSDE and Oklahoma school districts are complying with the Oklahoma Cost Accounting System financial transaction reporting requirements and that OSDE is effectively requiring consistent application and timely accountability.

Sincerely,

J. Kevin Stitt  
Governor

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3



59



275





**sjaak @sjaak85878703 · 2h** ...

Replying to [@DeAngelisCorey](#)

**Tweet your reply**



---

**Bridgett Wagner**

*Vice President, Policy Promotion*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

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

**Subject:** Project KIDS Briefing for The Heritage Foundation

**Date:** Thursday, September 9, 2021 at 1:53:42 PM Mountain Daylight Time

**From:** Wagner, Bridgett [REDACTED]@heritage.org>

**To:** John Dougall <jdougall@utah.gov>, Kaylee Hodgson <khodgson@utah.gov>, Alex Nielson <alexnielson@utah.gov>, Burke, Lindsey [REDACTED]@heritage.org>, Butcher, Jonathan [REDACTED]@heritage.org>, Weisenburger, Bridget [REDACTED]@heritage.org>

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**Subject:** Re: Project KIDS

**Date:** Thursday, August 26, 2021 at 3:26:46 PM Mountain Daylight Time

**From:** Kaylee Hodgson <khodgson@utah.gov>

**To:** John Dougall <jdougall@utah.gov>

**CC:** [REDACTED] Alex Nielson  
<alexnielson@utah.gov>

Thank you for the introduction, Auditor Dougall.

Bridgett, I look forward to meeting with you and your colleagues. I will coordinate with Alex, then reach out with our combined availability to get this meeting scheduled.

Sincerely,

**Kaylee Hodgson**  
Project KIDS Manager  
Office of the State Auditor  
(801) 707-9059

On Thu, Aug 26, 2021 at 3:17 PM John Dougall <[jdougall@utah.gov](mailto:jdougall@utah.gov)> wrote:

Kaylee:

Bridgett Wagner (cc'd) (202-439-0732) is with The Heritage Foundation and is a SFOF board member. She was at the demo we gave at the SFOF conference. She'd like to schedule a meeting where we can walk her colleagues through Project KIDS. Could you work on scheduling that discussion/demo when it fits your schedule and theirs? I'm available during the following (UT) times:

- Aug 30 – before noon
- Sept 1 – after 10:30am
- Sept 2 – before 11:30am
- Sept 8 – after 10:30am
- Sept 9 – before 1pm
- Sept 13 – anytime
- Sept 14 – anytime
- Sept 15 – after 10:30am
- Sept 16 – before 1pm

Also, they are interested in the HealthCost tool. Perhaps you can schedule such that Alex (cc'd) can jump on to share HealthCost when we're done discussing Project KIDS.

Thx