



OPEN THE  
**BOOKS**<sup>™</sup>

Every Dime. Online. In Real Time.

# ANNUAL REPORT 2024

# A MESSAGE FROM OUR NEW CEO

## JOHN HART



My name is John Hart. I'm a longtime friend and supporter of Open the Books.

As you know, we recently lost our CEO Adam Andrzejewski who unexpectedly passed away in August.

Adam's enthusiasm was contagious. His passion for transparency and putting every dime online, in real time, made Open the Books a tremendous success.

Adam was a great leader and a great friend. He loved his family, his community and his country. He believed every dollar saved in Washington was a dream realized somewhere in America.

I met Adam when I was working for the late U.S. Senator and Dr. Tom Coburn. We had worked with a Senator named Barack Obama on a landmark transparency bill called the Federal Funding Accountability and Transparency Act of 2006. That bill put all federal spending online in a searchable database for the first time.

When Adam made Dr. Coburn the Honorary Chairman of Open the Books he said the Coburn-Obama bill made his work possible. But I can tell you Dr. Coburn believed that it was Adam, and his talented and dedicated team and board, that made our vision of citizen activism a reality.

I believe that vision is more vital today than ever. So I'm honored to succeed Adam Andrzejewski as the CEO of Open the Books.

I can promise you that we will honor Adam's legacy. We'll be revving up the transparency revolution.

You see, at Open the Books, we believe transparency is a first principle. It's a building block of representative government written into our Constitution that makes all our other freedoms possible. For most of history, and for much of the world today, transparency was and is a distant dream. At Open the Books we'll never take our freedoms for granted, and we'll never stop fighting for taxpayers.

Our mission and values don't change based on who wins. Our job isn't to cater to power but to speak truth to power. Tom Coburn spoke truth to power. Adam Andrzejewski spoke truth to power. I'll speak truth to power.

I say this with resolve but also humility. I don't believe there is such a thing as "my truth." Truth is something that exists apart from my perspective. I believe Americans are hungering for a reality-based politics and they want institutions like ours to provide information they can trust. That's what we've done and that's what we'll keep doing.

Now, I have a perspective. I believe Thomas Jefferson was on to something when he said: "The natural progress of things is for liberty to yield and government to gain ground."

I want to tilt the scales toward liberty by giving taxpayers the information they need to hold government accountable.

An important part of our work will be investing in technology and expanding our database of government spending that is already the largest database of its kind in history. We've called our quest to map all government spending The Spending Genome project. Now, we're going to call it **Project Adam** to honor Adam's legacy.

*That project will be something we're always building, always creating, always expanding and always perfecting.*

Individual data points in a database may not seem particularly inspiring but I can promise you that big data can create big change. Every piece of data Craig Mijares and his team painstakingly track down and enter is a brush stroke, a pixel, a point of light that creates a constellation a picture that tells us something important about the nature of government and our relationship to it.

This is important because we hear a lot these days about what government should do to constrain technology. But I want to flip that script. Instead of asking what government should do to constrain technology we should be asking what technology should do to constrain government. The answer to misinformation isn't more mandates, or censorship, but more information you can *trust*. Martin Luther King, Jr. put it well: Darkness never drives out darkness; only light can do that.

Let me close by saying that even though I had a special relationship with Tom Coburn I believe this legacy belongs to Barack Obama as much as it does Coburn or to former President George W. Bush who signed the bill into law.

So whether you're a Republican or Democrat, conservative or progressive, libertarian or socialist you're invited to join the transparency revolution. We know transparency can transform the way we govern ourselves, and we're confident the fight against waste is the best and only path forward.

## **JOHN HART**

CEO of Open the Books

# OPEN THE BOOKS

EST. 2008

"...A regular Statement and Account of the Receipts and Expenditures of **all public Money shall be published** from time to time."

The U.S. Constitution, Article 1, Section 9, Clause 7

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# LETTER FROM JOHN HART & CRAIG MIJARES

2024 proved to be a whirlwind of a year - from Adam Andrzejewski's passing to John's onboarding to the presidential election. Our team did not stop. We continued to stay ahead of the news cycle - speaking truth to power day in and day out. Not only did we surpass our \$4 million stretch fundraising goal thanks to a challenge gift in Adam's honor, we raised \$4.3 million+ which positions us for an eventful and impactful 2025.

During his first month in office (2025), President Trump issued historic Executive Orders that dealt what the *Washington Post* called a "death blow" to DEI and affirmative action. Trump's actions follow more than three years of relentless, rigorous and well-publicized oversight from Open the Books. While many organizations and individuals have been critiquing DEI during the Biden years, Open the Books has distinguished itself with its rigor and depth of data analysis.

This is just one example of how our work at Open the Books produces results. Our reporting has reached tens of millions of Americans and continues to make Congressional impact - and we're only getting started.

As we look to the next 18 months, our organizational priorities are:

## **MAINTAINING OUR EDGE AS THE GO-TO ORGANIZATION FOR THE FACTS**

We bring hard numbers to today's bite-sized, fast paced media landscape. As the influence of traditional, legacy media outlets wanes, Open the Books must continue working day in, day out to embrace new media in order to amplify our work and reach diverse audiences. We must stay ahead of and align with current events and the news cycle.

## **CAPITALIZING ON ACTIVITY & ENTHUSIASM AROUND DOGE**

We are conducting a total and comprehensive review of all 441 agencies in the Federal Register including a look at historical outlays and employee headcounts.

Open the Books is helping DOGE Caucus members, key committee members, and any interested member of Congress use our deep catalogue of research to develop concrete legislative proposals to downsize the administrative state and reorganize federal agencies.

Example: U.S. Senator Joni Ernst is using our oversight work on vacant federal buildings.

## **BUILDING TRANSPARENCY 2.0 TOOLS**

The secret behind technologies like AI and machine learning is big data, which requires an assembly line of data entry. We're already the leader in that work and must expand it in order to build next generation tools that can hold government accountable. We've been the architects of Transparency 1.0 and can lead the way to Transparency 2.0. Our data dragnet (otherwise called the Spending Genome Project) has enabled us to do real-time oversight into public spending in Los Angeles during the fires and longer-term forensic audits into Qatar's influence in K-12 education.

Each year our goal is to incrementally increase our exposures and subsequent media coverage - the more Americans we can directly reach, the more impact our work will have across the U.S. Let's get to work!



**JOHN HART**  
CEO of Open the Books



**CRAIG MIJARES**  
Executive Chairman  
Open the Books

# ADAM ANDRZEJEWSKI'S INCREDIBLE LEGACY

Adam was devoted to bringing transparency to government. He walked away from business 15 years ago with a singular idea: hold government accountable to the taxpayers it serves. He founded Open the Books to accomplish that task. He was a happy warrior. Under his leadership, Open the Books has become a highly respected well-known brand. His death is a loss not only to his family and his organization but the nation.

Adam's belief in the power of transparency to transform government and hold it accountable at every level is the driving force behind our work. His relentless pursuit of open records and forensic auditing has set new standards in the fight for government transparency.



Adam's dream was to spark a transparency revolution. The result of his leadership is a well-oiled machine that operates at enormous scale and efficiency, dedicated to posting 'every dime online,' in as close to real time as possible. The organization now generates tens of thousands of media mentions, and our work is cited in dozens of Congressional hearings, oversight letters, and bill introductions each year.

Guided by the dedicated team he built, Adam's vision will guide us forward and inform our work in the years to come. We are more dedicated than ever to helping taxpayers hold government officials to account for their spending in a way that honors both Adam and our honorary chairman, the late Senator Tom Coburn.



**BOARD OF DIRECTORS**  
**Open the Books**  
August 2024



## ADAM ANDRZEJEWSKI

**1969 - 2024**

Adam Norris Andrzejewski was born August 2, 1969 to John and Janet (Norris) Andrzejewski. He grew up in Herscher, Illinois, a small town full of good people and a place that formed in him a strong sense of community and civic pride. He studied business at Northern Illinois University and after graduating with a BA in Business Management and working briefly as a financial adviser, he became an entrepreneur, co-founding the community publishing firm HomePages® Directories which grew eventually to become the largest publisher of small-town telephone directories in the United States. Seeking a larger impact, Adam successfully exited that business after nine years of rapid growth and began a second career in public service and public policy.

Starting with a gathering of concerned parents and taxpayers at a neighbor's kitchen in 2008, Adam began obtaining and publishing local school district expenditure records online. His call to "publish the public checkbook" and create better governmental accountability grew quickly from suburban school districts to community colleges, and from there to eventually become Open the Books. With the mission "Every Dime, Online, in Real Time" Adam's nonprofit became the nation's largest government transparency portal, growing eventually to include billions of searchable government payroll, pension, and line item expenditures from all units of local, state, and federal government. In the words of the Wall Street Journal, "Open the Books has fomented a revolution in fiscal transparency." His fact-based, nonpartisan work broke national news independently and also consistently supported journalists across the political spectrum, from Fox News to the New York Times. Research published by Open the Books is repeatedly cited in Congressional oversight hearings and reflected in federal legislation. Adam's incredible work ethic, energy, and practical sense of optimism will be deeply missed by his colleagues at work, and by advocates for strong fiscal accountability in government everywhere.

Adam's proudest role was as husband and father. If you spoke with Adam on any topic for more than a minute or two, you were certain to hear a story about Kerry, the love of his life, or about his daughters Emma, Molly and Ellie, who filled Adam's days with joy, surprise, and constant wonder.

He was a man of quiet faith and trusted God deeply. As a dad, husband, entrepreneur, or public accountability advocate, Adam was first a good friend and a positive influence on everyone he came to know. Across a wide circle of people from all walks of life, Adam was loved for his enthusiasm, encouragement, optimism and decency. His sudden passing leaves us with an emptiness that we know will one day be filled with God's peace, and with his own spirit of can-do possibility and passion for life that are his legacy now.

*August 2024 Obituary*



# 2024 BY THE NUMBERS

 <p><b>\$4.3 MILLION</b> ANNUAL OPERATING BUDGET (&amp; GROWING!)</p>	 <p><b>RECORD</b> CONGRESSIONAL CITATIONS including congressional letters, hearings, reports &amp; press releases</p>
 <p><b>60,000</b> FREEDOM OF INFORMATION ACT REQUESTS Filed in 2024</p>	 <p><b>\$26.6 MILLION</b> SALARIES CAPTURED at all levels of government</p>
 <p><b>14,000</b> MEDIA MENTIONS IN 2024 including C-SPAN, all FOX shows, LA Times, OC Register, POLITICO, WSJ, Newsweek</p>	 <p><b>\$9 TRILLION</b> IN GOVERNMENT SPENDING Captured in 2024</p>
 <p><b>700+</b> INVESTIGATIONS PUBLISHED IN 2024 across local, state and national media</p>	 <p><b>27 EMPLOYEES</b> OUR TEAM IS GROWING</p>

# REAL WORLD IMPACT

A sampling of our most impactful investigations of 2024, sparking national headlines and action from elected officials.

## SCHOOLS FOR RADICALS - DEI AT THE PENTAGON'S K-12 SCHOOLS

We released multiple updates over two years and compiled them into an exhaustive oversight report released in July 2024. Along the way, we shared our findings both ways with GOP Caucus Chair Elise Stefanik and House Armed Services Committee Members (HASC). With our second update, we briefed Stefanik's office and coordinated the rollout to include her comments, amplifying the interest and coverage in what might've otherwise been a niche topic.

The real-world result of the public pressure was first, the Kelisa Wing would be removed from her role at the DoDEA's first DEI chief; and second, that the DEI office would be dismantled.

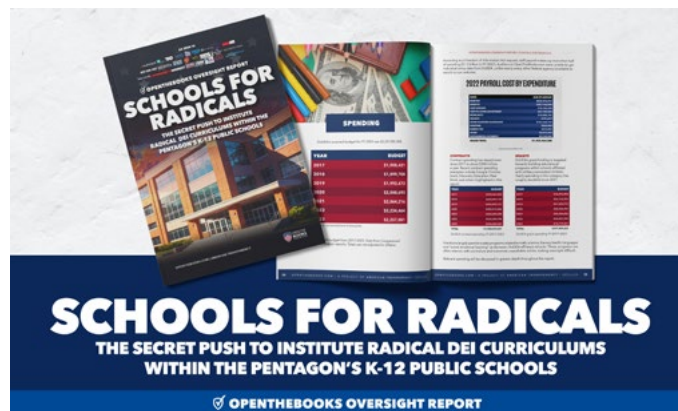
Our subsequent reporting found that while the office was closed, it was a technicality and a lie by omission. The office was replaced with a 12-person DEI "Steering Committee," designed to inject the worldview across every aspect of DoDEA from curriculum, to classroom environment and pedagogy, to hiring practices.



### CAPITOL HILL IMPACT

Multiple House Armed Services Committee [hearings](#) included our findings, and letters citing us were repeated. A September '22 letter to Sec. Austin asking for answers about the DEI Office and Chief Kelisa Wing; a follow-up from Reps. Stefanik, Banks et al. asking about the replacement DEI Steering Committee; and a July '24 letter demanding answers on radical pedagogical materials and calling for removal of DoDEA leadership team after chronic obfuscation. The same letter, which came on the heels of our official oversight report, "Schools for Radical," called for the removal of DoDEA President Tom Brady and his leadership team.

**Rep. Stefanik and Sen. Ernst** sponsored the **Servicemembers' Bill of Rights** entitling military families to review the DoDEA curriculum materials. It was [included](#) in the 2024 NDAA. Banks has a wish list of amendments for 2025 NDAA: freeze DEI hires, abolish the Steering Committee ([The Federalist write-up](#)); and create a school choice pilot program allowing use of local schools as State Dept. officials enjoy.



## DEI & TAXPAYER DOLLARS IN HIGHER EDUCATION

Amid the campus upheaval following October 7 attacks, we began taking a look at how much Ivy League schools benefit from the taxpayer, preferential tax treatment on their endowments, and how they spend the money to inculcate far-left world views on campus and beyond via research projects. At Northwestern, we examined the foreign deal they have with the Qataris for a satellite campus, and more cash flowing in from the Qatar Foundation. We did similar investigations of DEI-related payrolls and spending at public universities, starting with UVA and the UNC system, and following by 9 more. The public schools' finances are chronicled in new report, **"State of the State Schools: A Look At Public University Finances Reveals DEI, Foreign Influence & Radical Ideas Thrive Far Beyond The Ivy League."**

Through unprecedented, real-time engagement with journalists on X, our findings made a broad impact during the various hearings on Capitol Hill. Our findings were tweeted by Sen. Ted Cruz, and journalists Mark Levin, Peter Schweizer, and Tammy Bruce. As various reporters had broken different pieces of the puzzle and covered our own, we engaged in conversation throughout the hearings with Alana Goodman (Washington Free Beacon), Zach Kessel (National Review), Nellie Bowles (The Free Press), and subject matter experts like Adam Kissel (Heritage Foundation), Dr. Sara Hirschorn & Richard Goldberg (*fmr. Sen. Kirk, Gov. Rauner*).

As a result, The New York Post published a board editorial calling on the Ivies to lighten the load on the American taxpayer; a feature in Newsmax Magazine (750,000 distribution) cited Open the Books; [an oped](#) in The Hill by Merrill Matthews; and our work was included in the documentary, *Exclusion U*. All of that is in addition to broad earned media we worked to attain throughout the year.

At the state schools, our investigation of UVA's spending on DEI-related staff and projects led the school's public affairs department, led by an alum of Gov. Terry McAuliffe, to launch an earned media effort trying to discredit and minimize the findings. Despite having proudly pledged to investigate roughly \$950 million in DEI-related projects, programming and headcount, the schools was now working to downplay it.



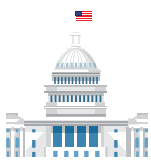
Gov. Glenn Youngkin later appointed multiple new members to the Board of Visitors – the group that effectively steers UVA policy.

At the University of North Carolina, our investigation of DEI-related spending and headcount was one of the final pieces of reportage prior to a vote to redirect DEI monies at Chapel Hill to campus safety. Later, in May 2024, the Board of Governors for the whole UNC system voted to change its DEI policy, essentially returning the school to political neutrality, moving away from viewpoint discrimination in hiring, and ensuring adherence to nondiscrimination laws.

In a [press release](#), UNC said, “The university, through its administrative programs and mandates, cannot prescribe a narrow ideology, a single conception of progress and justice in society. The proposed policy requires that university administrators refrain from taking political or social positions and adhere to laws on nondiscrimination and institutional neutrality.”

The National Association of Scholars published a piece on our findings by Dr. Ian Oxnevad (UC Riverside), “[The Looming Irrelevance of Middle East Study Centers](#),” including our finding that the Department of Education had sent more than \$22 million to fund such university centers.

Department of Education had sent more than \$22 million to fund such university centers. “Alarming, but not surprisingly, Open the Books [found](#) that each university that received grant funding touted anti-Israel professors in their grant applications,” Oxnevad wrote. He made the case that such centers should - and likely would - go out of vogue given geopolitical changes including the Abraham Accord. “While Open the Books rightly raises concern about the lack of federal oversight into who receives Middle East Studies funding and why, the changes on the ground in the Middle East itself threaten to render most of the field obsolete.”



### CAPITOL HILL IMPACT

Open the Books findings played a prominent role in 10/7-related hearings, including Rep. Owens’ displaying a huge check on the dais showing the funding Qatar provided to Northwestern University. Rep. Kevin Riley (R-CA) gave a floor speech citing us; Sen. Vance (R-OH) introduced a bill to increase the 1.4-percent tax on excessive endowments to 35-percent, thereby ending the special treatment these schools receive while individuals have to pay capitol gains tax rates.



## COVID - DR. FAUCI'S FINANCES & NIH ROYALTY COMPLEX

The multiyear court effort to get NIH to release - and then remove redactions to - its royalty reports has driven the conversation for years, with the Senate Committee on Homeland Security and Governmental Affairs (HSGAC) and particularly Sen. Paul working in concert with us on research and accountability ([LETTER](#)). *Why are billions in cash flowing back to NIH and its scientists rather than to Treasury and taxpayers who made the work possible?*

The latest findings saw the royalties total skyrocket during the Covid era to \$710M, was broken in a news-itorial in the **New York Post's** Sunday digital edition and Monday print edition (timed to coincide with Dr. Fauci's June testimony before the House Select Subcommittee on Coronavirus). Several members including Rep. Nicole Malliotakis (R-N.Y.) and Rep. Brad Wenstrup (R-Ohio) referred to the reporting and pressed Dr. Fauci on solutions he would support.



The reporting was so heavily covered that it spilled over into general interest and entertainment outlets like **RADAR Online**, while popular "meme" accounts posted the \$710M figure (e.g. Dr. Gray Fang = 2.1M Instagram followers).



### CAPITOL HILL IMPACT

The initial tussle between Fauci and Sen. Marshall over the former's compensation was spurred by a Forbes column.

We received ensuing citations in several letters and hearings on the NIH royalties and Covid response – House Appropriations Committee, the Senate HELP Committee and the Senate HSGAC. Sen. Paul introduced the **Royalty Transparency Act**, and ran on oped in **Reason** that [cited](#) us. The news-itorial in the New York Post supported the bill, along with an oped by Open the Books in his hometown **Louisville Courier-Journal**. HSGAC voted unanimously 12-0 to advance the legislation. The **Risky Research Review Act** would also reform the grant approval process to avoid another EcoHealth breakdown.



# MEDIA IMPACT



Open the Books had its broadest media impact to date, ranging from traditionally liberal, mainstream media outlets to public television, to trade publications, to center-right outlets. Earned media included not just news articles but documentaries, opinion pieces (including joint opeds with elected officials), long-form magazine stories, primetime cable news appearances, national radio, satellite radio, podcasts, and popular social media influencers. At the local broadcast level, our partnership with Sinclair affiliates continued to create a huge footprint, while we expanded beyond it with Spectrum News and local NBC.

Last year Open the Books was responsible for **at least 300 local news hits through Sinclair:** 250 interviews in one of five key local markets and 50 on The National Desk, their syndicated news program. Across their local affiliate footprint, those national investigations filled more than 3,250 programming blocks in 2024. Local news continues to enjoy more audience trust for neutrality than national and cable news.

The 2024 earned media imprint is the broadest and deepest in the organization’s history.

- |                                 |                              |                                  |
|---------------------------------|------------------------------|----------------------------------|
| New York Times                  | The Hill                     | Tablet Magazine                  |
| Boston Globe                    | Rising (The Hill Podcast)    | The Brownstone Institute         |
| Los Angeles Times               | Forbes                       | Sinclair                         |
| New York Post                   | National Review              | Spectrum News                    |
| Colorado Springs Gazette        | Reason.com                   | NBC-Raleigh                      |
| The Lexington Courier-Journal   | The Federalist               | The Blaze                        |
| The Orange County Register      | The Epoch Times              | The Daily Wire                   |
| Military Times                  | Washington Times             | Jerusalem Post                   |
| PBS                             | Washington Examiner          | Chronicle of Higher Education    |
| CSPAN                           | Daily Caller                 | Yahoo! News                      |
| FOX News                        | Breitbart.com                | MSN.com                          |
| FOX Business                    | JustTheNews                  | Instapundit                      |
| FOX Digital                     | The Daily Signal             | TownHall.com                     |
| The Daily Mail                  | One America News             | HotAir.com                       |
| The Sunday Mail                 | America’s Voice              | BusinessInsider                  |
| The UK Telegraph                | NTD Television               | WND                              |
| Bloomberg                       | The Breanna Morello Show     | Gateway Pundit                   |
| POLITICO                        | The Tomi Lahren Show         | Instapundit                      |
| Full Measure w/ Sharyl Atkisson | Triggered (Donald Trump Jr.) | ZeroHedge                        |
| RealClearPolitics               | The Heterodox Academy        | The Sean Hannity Show (radio)    |
| RealClearInvestigations         | CampusReform                 | The Lars Larson Show             |
| RealClearEducation              | CollegeFix                   | The Bill Martinez Live           |
| Exclusion U.                    | The Center Square            | The Vicki McKenna Show           |
| Thank You, Dr. Fauci            | SiriusXM                     | The Ed Dean Radio Show           |
| Newsmax Magazine                | CityJournal                  | WMAL - Washington                |
| Newsmax                         | im1776 Magazine              | National Association of Scholars |

# INFORMATION TECHNOLOGY SERVICES AT OPEN THE BOOKS

## WE'RE THE NATION'S LARGEST PRIVATE DATABASE OF PUBLIC SPENDING

Open the Books has invested over **\$7 million** in our proprietary software over the last 7 years. This investment ensures we are alone in the field of assessing tens of trillions of dollars of public spending.

In 2024 our team filed 60,000 Freedom of Information Act requests (FOIAs) - the most in American history. We also captured \$9 trillion in government spending including \$26 million in salaries (inclusive of federal, state and local governments across the country).

### OVERCOMING BUREAUCRACY

Frequently, government will produce redacted files, inconsistent data fields, or static images of records; these make it challenging for the public to analyze and interpret the data they're seeing.

Our program also follows written auditing rules that add built-in quality assurance capabilities.

The Open the Books platform provides clean data to make calculations and hold government officials accountable.

### OUR SERVERS & LIMITLESS CAPACITY

We utilize multiple servers to process the data as it enters the system. This allows limitless growth in capacity as servers and bandwidth are added.

This content management system allows users to access spending at 110,000 individual government agencies stored.

### 400,000 LINES OF CODE

Our team has built a best-in-class, proprietary content management system with 400,000 lines of custom code to capture the idiosyncrasies of tens of thousands of units of government across the U.S.

Our internal program is designed to adhere to & automate each unique process to request public records.



# 2024 MARKETING REPORT

As the influence of traditional, legacy media outlets has continued to wane, Open the Books has worked to embrace new media to amplify our work and reach diverse audiences.

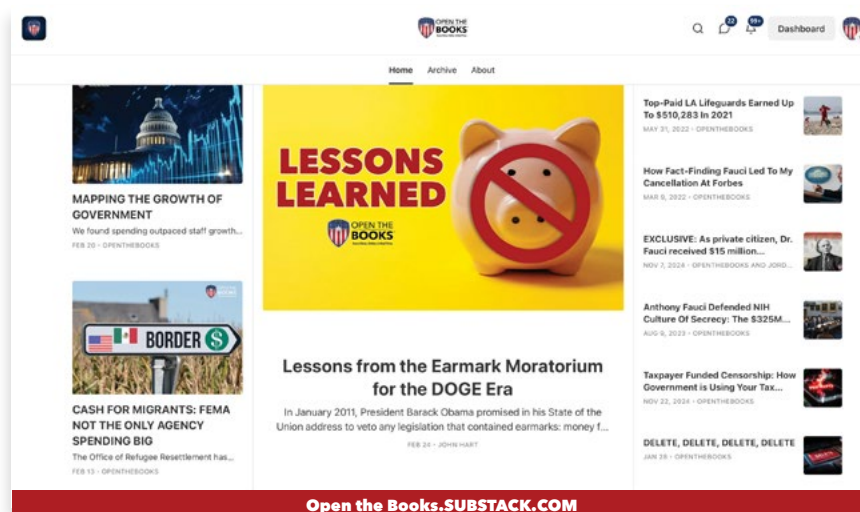
## SUBSTACK

Substack has become a significant hub of free speech and investigative journalism, where independent minds can build a following. Matt Taibbi and Michael Shellenberger are examples of the power the platform can have, turning individual investigators and organizations into their own destinations for breaking news and analysis.

In 2023, Open the Books began a Substack to meet open-minded, inquisitive taxpayers where they were flocking. While traditional messages to our email audience tended to recount our recent investigations and the media mentions they earned, followers of our Substack would receive our investigations in the inbox the moment they were published. This brought us closer to our stated goal of every dime, online, *in real time*.

What started as a small following that migrated from our house email file exploded in growth during 2024, fueled by key investigations that received heavy citation in the media. Those included an article that brought hard data to the anecdotal stories of high staff turnover through Vice President Kamala Harris’ career, and another bombshell revealing taxpayers had continued funding Dr. Fauci’s multimillion-dollar security detail after his retirement. The latter story was written and published jointly with another investigative journalist, Jordan Schachtel, who runs a Substack called The Dossier. The arrangement was mutually beneficial, as Open the Books received exposure to a new audience of health care-focused readers and traditional journalists, and Schachtel grew his footprint with Open the Books’ larger general audience. Open the Books will continue to pursue joint amplification when circumstances allow, in order to continue diversifying its audience.

At the end of the 2024, Open the Books enjoyed its most successful 30-day window on Substack to date, breaking 500,000 views for the first time (561,000). This progress continues to put Open the Books on the path to becoming a news destination of its own, outside of other earned media efforts.





## X.COM

Open the Books placed a renewed emphasis on real-time interactions and content sharing on X (formerly Twitter).

During hearings on antisemitism and DEI in higher education, we interacted with reporters and thought leaders as described previously. Through exposure to those users' audiences, we gained additional followers.

We also worked to ensure clips from national news appearances began appearing on our feed within minutes of their airing. The clips include subtitles for the majority of people who scroll through clips that are muted by default. This new immediacy signaled to audiences that we were part of the real-time conversation around government transparency and wasteful spending.

Finally, we worked to attract the attention of the Department of Government Efficiency, Elon Musk, and then-co-chair Vivek Ramaswamy.

Elon Musk has used his own platform to highlight Open the Books reporting. His America PAC posted a [New York Post story](#) on where DOGE could begin cutting ridiculous federal spending, which heavily cited Open the Books findings. [That post](#) received 13.4 million views. Then Musk himself [reposted it](#), to the tune of another 13.3 million views.

Our report on Dr. Fauci's security detail, covered by [National Review](#), was [amplified](#) by Senator Rand Paul on X with 754,000 views. Musk again [replied with](#), "This is insane," adding another 106,000 views to the story.

Musk's America PAC [posted our chart of federal spending to combat "misinformation,"](#) most of which happened under the Biden administration. The post was viewed nearly 323,000 times. It stated, "Your tax dollars are being spent on research being done with the goal of censoring you."



Prior to his departure from the project, Ramaswamy also amplified our misinformation findings. His [post on X](#) links to the [New York Post's cover story](#) detailing our work. He included the comment, "DOGE will note tolerate this nonsense." The post received 2.9 million views.

A November 2024 [Substack on DEI spending at the Department of Health and Human Services](#) also attracted Ramaswamy's attention. He wrote a detailed summary of the article, linked to it, and amplified it on X with the comment "Time to DOGE It!" The [post](#) was viewed 2.3 million times, helping turn the Substack article into one of our most-viewed and shared ever.

Beyond the DOGE principals, mentions from with Senators like Joni Ernst and Dr. Rand Paul, House members like Rep. Elise Stefanik, and committees like the House Committee on Budget, and media personalities like Mollie Hemingway, all added to our presence on X.

This record-setting traction in 2024 also had additional downstream benefit for our Substack growth.

***Open the Books will continue working to create a virtuous circle of growth among its various platforms in 2025.***

# OUR TEAM

## BOARD OF DIRECTORS, EXECUTIVES, AND BOARD OF ADVISORS



### **JOHN HART** Chief Executive Officer

Knoxville, MD. John Hart, CEO of Open the Books, is a veteran of Capitol Hill and the public policy world. He served as the late U.S. Representative and Senator Tom Coburn's long time Communications Director and co-author.



### **CRAIG MIJARES** Chief Operating Officer & Executive Chairman

The Villages, FL. Craig Mijares is the Chief Operating Officer of Open the Books. Mr. Mijares has a B.A. in Computer Information Systems from DeVry University. He has worked in executive compensation and benefits administration for over 20 years where he led teams of over 100 associates. Mijares is responsible for our overall technology direction, and is the chief designer of the Open the Books portal. Mijares is the architect of Benjamin - our searchbot, award winning Open The Books mobile application, widget, interactive mapping tools, and proprietary data capture machine.



### **ABE ANDRZEJEWSKI** Board Member

DeKalb, IL. Abe Andrzejewski is the CEO and Founder of American Marketing & Publishing. Abe is a graduate of Northern Illinois University and Harvard Law School and a member of the Young Presidents Organization. He is an avid freshwater fisherman.



### **BRUNO BEHREND, J.D.** Board Member

Highland Park, IL. Mr. Behrend, J.D., is the past Chairman of American Transparency and the director of the Center for Transforming Education at The Heartland Institute, where he remains a Senior Fellow on education issues. Behrend is a graduate of the University of Illinois (1983) with a degree in finance and a graduate of IIT-Kent College of Law (1990). In 2008, Behrend coauthored Illinois Deserves Better - The Ironclad Case for an Illinois Constitutional Convention, the release of which coincided with a campaign to pass a referendum calling for a Constitutional Convention in Illinois.



### **JAMESON G. CAMPAIGNE** Treasurer

Ottawa, IL. Mr. Campaigne co-founded (1960) and was a long term board member of Young Americans for Freedom, the first nationwide conservative youth group. After college, Jameson rose to managing editor at the Henry Regnery Company, published works by Frank Meyer, William F. Buckley, Jr., Russell Kirk, and many others. In 1975, he founded Green Hill Publishers and Jameson Books (1986) producing more than fifteen million copies of conservative books. Jameson serves the American Conservative Union board (since 1974), and the National Humanities Institute, Mont Pelerin Society member (1971), and helped found or served on the board of the National Tax Limitation Committee, The Media Institute, and The Philadelphia Society.



### **CHUCK CHOKEL** Board Member

Newcastle, NH. Graduated from Williams College (1975) and from the University of Chicago (1977) with a MBA degree. In 1978, Chuck joined Progressive Corp. and rose to be Co-CEO, Chief Investment and Capital Officer. He managed Progressive's \$10+ billion portfolio and was a member of Progressive's Board of Directors. Chuck has completed 300 triathlons. Competed in Hawaii Ironman World Championships in 2005 and 2006 and finished both years. In 2019, Chuck won his age group in the Senior Olympic triathlon.



### **LISA MARKHAM** Board Member

Sarasota, FL. Ms. Markham has been a lifelong Libertarian. She attended Smith College where she read Medieval History, French and Italian. A former vice president with Citibank, she has a Master's of Business Administration from Kellogg at Northwestern and a Master's Degree in the Fine and Decorative Arts from the University of Glasgow in Scotland. She participates in the promoting of transparency, accountability, and honest government through her leadership role at American Transparency.



### **RICHARD WEISS** Board Member

Winter Park, FL. Dick Weiss was the Select Equity portfolio manager at Wells Capital Management before retiring in November of 2020. Dick joined Wells Capital Management following its acquisition of Strong Capital Management in 2004. Prior to the merger, Dick was vice chairman and CIO of Strong. He served as portfolio co-manager of the Strong Advisor Common Stock Fund and the Strong Opportunity Fund. Dick earned a bachelor's degree in business administration from the University of Southern California and a MBA, from the Harvard Graduate School of Business Administration. In 1996 and 1997, Barron's named Dick one of the "Top 100 Fund Managers." In 2000, he was named "Manager of the Decade" by Money magazine and was named to Money's "2002 Ultimate Investment Club." Dick has consistently received Lipper's No. 1 ranking for both the Common Stock Fund and Opportunity Fund for periods of five, 10, and 15 years, respectively.



### **MATTHEW TYRMAND** Deputy Director at Large

Matthew joined founder Adam Andrzejewski right after inception to migrate the Open the Books platform from a state based 501(c)(4) to a national 501(c)(3) and was instrumental in introducing the mission and vision to media and policy circles in New York and Washington. Previously, he was a Wall Street investment analyst in the healthcare and telecommunications sectors. He is a Claremont Lincoln Fellow, a Club for Growth fellow, and a board member of the Philadelphia Society. He is an active independent journalist internationally predominantly across Europe. He graduated from University of Chicago in 2003.



### **CHRISTOPHER NEEVUS** Vice President of Communications

Chattanooga, TN. Christopher joined Open the Books in 2022 with a decade of experience in strategic communications planning and media relations. His media placements and commentaries have appeared in outlets from USA Today and Associated Press to the Stanford Social Innovation Review. He previously handled communications and marketing for Americans for Prosperity and clients across the broader Koch network. He's a graduate of Colgate University and the London School of Economics.



### **SEJZELLE ERASTUS-OBILU** Creative Services Director

Bensenville, IL. Since Sejjelle's journey at Open the Books began in 2019, she has spearheaded the organization's design and marketing. This included designing oversight reports and graphics for social media, Substack, the Wall Street Journal, and more. Prior to Open the Books, she freelanced for 7 years. Sejjelle is a Benedictine University graduate.



### **COURTENAY LYONS** Development Director

Charlottesville, VA. Courtenay joined Open the Books in 2020 with 10 years of experience in philanthropy. Previously, she served as a consultant at CCS Fundraising; and spearheaded donor strategy and communications for the Thomas Jefferson Foundation (Monticello). Courtenay is a University of Virginia graduate.



**RACHEL O'BRIEN** Deputy Policy Editor

New York, NY. Rachel joined Open the Books in 2021 after more than a decade in journalism, writing and editing for New York newspapers. She authors investigations on state and federal spending, as well as local government spending in Las Vegas and Nashville, and oversees a weekly wasteful spending column. She regularly appears on TV and radio to discuss Open the Books' investigations. Rachel is a graduate of the Stony Brook University School of Journalism.



**JEREMY PORTNOY** Investigative Journalist

Long Island, NY. Jeremy joined Open the Books as an intern in 2023 and took on a full-time role in 2024. He is the author of the nationally syndicated "Waste of the Day" column at RealClearInvestigations and makes weekly TV and radio appearances around the country to share his work. Jeremy is a graduate of Stony Brook University and previously worked as a sports reporter for SB Nation.



**AMBER TODOROFF** Deputy Policy Editor

Amber joined Open the Books full time in 2022. She researches and writes investigations for the Open the Books substack and outside publications, among other duties. Before joining Open the Books Amber worked in policy in Washington, D.C. for five years. She completed her master's degree at the University of Oxford and undergrad at the University of Florida.

# IN MEMORIAM



## **ADAM ANDRZEJEWSKI** Founder, Board Secretary & Chief Executive Officer

Hinsdale, IL. Adam was an entrepreneur - and before founding Open the Books - he co-founded HomePages Directories, a \$20 million publishing company (1997-2007). Adam spoke at Harvard Law School and the Columbia School of Journalism. In 2020, Adam's findings were featured in the President's Budget to Congress. His works were featured on Good Morning America, ABC World News Tonight, The Wall Street Journal, USA Today, BBC, FOX News, and The New York Times. As a former senior policy contributor at Forbes, Adam's editorials received 20+ million views. Adam ran for Governor of Illinois (2010) and finished eight Chicago Marathons.



## **U.S. SENATOR TOM A. COBURN, M.D.** Honorary Chairman

Muskogee, OK. Former U.S. Congressman, United States Senator and 2013 Time List: 100 Most Influential People in the World. Co-Sponsor of 2006 "Google Your Government Act" which opened United States Government checkbook spending to online transparency for the first time in history. Identified the "Bridge to No Where" in Alaska which helped to end the congressional practice of wasteful earmarks. Coburn's annual Waste Book was an oversight primer on federal taxpayer abuse. An entrepreneur with a career in obstetrics, Dr. Coburn delivered over 4,000 babies before the Senate passed a rule to stop his practice of medicine. Married to Miss Oklahoma (1967), Tom and Carolyn Coburn raised three girls.



## **PATRICK H. CADDELL** Board Advisor

Patrick H. Caddell was a political strategist, consultant and FOX news contributor. He served as chief public opinion pollster and senior advisor for the campaigns of Democratic Presidential candidates George McGovern (1972) and Jimmy Carter (1976). Caddell went on to serve as a personal advisor for President Carter from 1977-1981. He advised over 150 political campaigns including those of Gary Hart, Walter Mondale, Jerry Brown, Joe Biden, Edward Kennedy, Edmund Muskey and Mario Cuomo. From 1981-1984 he was a member and Vice Chair of the US Military Academy at West Point by presidential appointment.

Mr. Caddell served as a consultant on major motion pictures such as Apocalypse Now, Reds, Air Force One, In the Line of Fire, and Breakout. In addition, Caddell was a writer, producer and consultant on the Emmy Award Winning NBC series The West Wing. Patrick Caddell graduated from Harvard University and was President of Caddell Associates.



## **FOSTER FRIESS** Board Advisor

Jackson Hole, WY. Foster Friess was a businessman and philanthropist. He launched Friess Associates in 1974, which was named one of the decade's top mutual funds in the 1990s. His philanthropic work included significant gifts to Open the Books and many other public policy organizations. He was very generous and so much more. In 2018, Foster ran for governor of Wyoming using the slogan "open the books" and narrowly lost in the primary. In 2018 and 2019, Foster personally presented our 'Open Letter' published in The Wall Street Journal to President Donald Trump and urged the president to embrace the transparency revolution and declare war on waste.



## **HERBERT LONDON** Board Advisor

New York, NY. Prominent and influential activist, politician, professor, academic and tutor. Mr. London was President of London Center for Policy Research. London ran for Governor of New York (1990) and New York Comptroller (1994) - credibly running both campaigns. Former President of Hudson Institute (1997 - 2011), London was President Emeritus. He was the former John M. Olin Professor of Humanities at New York University, created the Gallatin School of Individualized Study (1972), and served as dean until 1992.

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