

STATEMENT OF NANCY SCHIFFER  
NOMINEE FOR MEMBER, NATIONAL LABOR RELATIONS BOARD  
BEFORE THE  
COMMITTEE ON HEALTH, EDUCATION, LABOR AND PENSIONS  
OF THE UNITED STATES SENATE

July 23, 2013

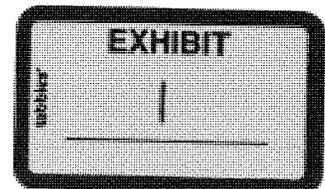
Thank you Chairman Harkin, Senator Alexander, and members of the Committee. I am honored beyond words to be here before you today as a nominee to be a Member of the National Labor Relations Board.

First, I would like to introduce my husband Goldwin Smith, who is here today and has always been my strongest supporter – we will celebrate 32 years of marriage next month. Our daughter Amelia Howerton and her husband Grant could not be here today as they both just started new jobs in California. Our son Michael, I know, is here with us in spirit.

I grew up in a small town in southwestern Michigan – 3,500 people. My mother was a home economics teacher and my father was a pilot – he taught people how to fly. They were both raised on dairy farms in central Michigan. My grandparents' farm was designated a centennial farm – owned and farmed for 100 years by the same family – in 1982. My grandparents are in the Michigan Farmers' Hall of Fame. I spent my summers on that farm. I helped with haying and I showed cows at the county fair in 4-H – and once at the Michigan State Fair.

It was my dream to go to law school and my parents supported that dream at a time when their friends thought it was a waste of money to send their daughters to college at all. When I went to law school, to the University of Michigan, I did not know that I would become a labor lawyer. But while I was there, I represented two women – non-union university workers – in a management review process. The first described how she made less than a male colleague who did the same work. I only talked with her on the phone, but I wrote a letter on her behalf and she got a very sizeable salary increase – I was amazed. Next, I represented a woman who had worked in her department for 20 years, but was passed over for a supervisory position in favor of a recent graduate who happened to be white and male – she was neither. After a hearing before a faculty committee, she got a promotion and I had fallen in love with labor law.

After law school, I worked at the Detroit Regional Office of the National Labor Relations Board, Region 7 - the busiest regional office at that time. I conducted representation elections for workers and served as a Hearing Officer in cases involving election issues. I also investigated and prosecuted unfair labor practice cases against both employers and unions, filed briefs to the Board, and brought picket line injunction actions against unions in federal court. While there, I received a Certificate of Commendation from then General Counsel John Irving. Never, for one



second, during my work at the Regional office in Detroit did I ever think that one day I would have the honor of being considered to serve as a Board Member.

I loved working for the NLRB, in large part because I had the opportunity to work under the tutelage of Regional Director Bernard Gottfried. He was revered in the Region and there is still a memorial symposium every year in his honor. He had a deep knowledge and understanding of the law and was open to and respectful of all viewpoints and positions presented to him. He made sure he knew every fact and every aspect of a case before he made a decision on whether to issue a complaint. Most importantly, he cared deeply about the impact his decisions would have on the workplace, on the employer involved, and on the workers. He knew that real people would be affected by what he did and he worked very hard to make sure his decisions were fair and honest. He was a role model and I will strive to follow his example should I become a Member of the Board.

I also worked for a private law firm in Detroit that represented labor unions and workers and then became a staff lawyer for the International Union, UAW, in 1982. I served as Deputy General Counsel at the UAW for two years, handling the day-to-day administration of the UAW Legal Department, before coming to Washington, D.C., in 2000, to join the General Counsel's Office of the AFL-CIO, where I advocated for their positions, including before Congress.

My work on NLRA issues over the years has given me a deep appreciation for the work that the Board does and how important it is for all involved – workers, employers and labor unions – and how much it matters that disputes get resolved fairly and in a timely manner. As a result of my work as a Board attorney and as a litigant, I have been repeatedly impressed with the dedication of the Agency's staff, with their sense of pride of purpose and their hard work to make sure the Agency fulfills its mission.

I can assure you that I understand the importance of this office and how critical it is that Board Members be neutral arbiters of the law. If I am honored to serve as a Member of the National Labor Relations Board, I pledge to live up to the example of my formative mentor, Bernard Gottfried: I will approach every decision with an open mind and give every position serious consideration; and in every decision I will be guided by the mission of the Agency and the impact of a decision on all affected. I look forward to working with my fellow Board Members to develop a collegial and productive deliberative process, to learn from their experiences and their points of view, and to fairly and faithfully enforce the law.

Thank you for the opportunity to appear before you today and I look forward to your questions.

July 22, 2013

Margery E. Lieber  
Associate General Counsel  
(Designated Agency Ethics Official)  
National Labor Relations Board  
1099 14th Street NW  
Washington, DC 20570

Dear Ms. Lieber:

The purpose of this letter is to describe the steps I will take to avoid any actual or apparent conflict of interest if I am confirmed as a Board Member of the National Labor Relations Board.

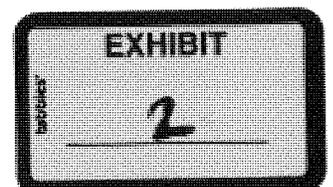
As required by 18 USC § 208(a), I will not participate personally and substantially in any particular matter that has a direct and predictable effect on my financial interests or those of any person whose interests are imputed to me, unless I first obtain a written waiver, pursuant to 18 USC § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 USC § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I am vested in the UAW Staff Retirement Income Plan and Trust and the AFL-CIO Staff Retirement Plan. Both are defined benefits plans from which I am currently receiving monthly retirement benefits. Because I will continue to participate in both plans, I will not participate personally and substantially in any particular matter that has a direct and predictable effect on the ability or willingness of either the UAW or the AFL-CIO to provide me with these contractual benefits, unless I first obtain a written waiver pursuant to 18 USC § 208(b)(1), or qualify for a regulatory exemption pursuant to 18 USC § 208(b)(2).

Pursuant to both the UAW Staff Retirement Income Plan and Trust and the AFL-CIO Staff Retirement Plan, both my spouse and I are entitled to receive health and group life insurance coverage for life. Therefore, I will not participate personally and substantially in any particular matter that has a direct and predictable effect on the ability or willingness of either the UAW or the AFL-CIO to provide these contractual benefits, unless I first obtain a written waiver pursuant to 18 USC § 208(b)(1), or qualify for a regulatory exemption pursuant to 18 USC § 208(b)(2).

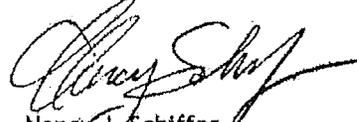
I retired from my position as Associate General Counsel with the AFL-CIO in July 2012. I will not participate personally and substantially in any particular matter involving specific parties in which I previously participated in my role as Associate General Counsel with the AFL-CIO.

I understand that as an appointee I am required to sign the Ethics Pledge (Executive Order No. 13490) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this and any other ethics agreement.



Finally, I have been advised that this ethics agreement will be posted publicly, consistent with 5 USC § 552, on the website of the U.S. Office of Government Ethics with other ethics agreements of Presidential nominees who file public financial disclosure reports.

Sincerely,



Nancy J. Schiffer

UNITED STATES OF AMERICA  
BEFORE THE NATIONAL LABOR RELATIONS BOARD

POINT PARK UNIVERSITY,  
Employer,

and

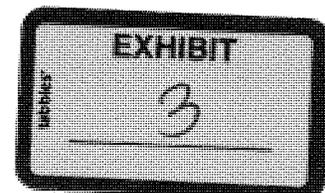
6-RC-12276

NEWSPAPER GUILD OF PITTSBURGH,  
COMMUNICATIONS WORKERS OF AMERICA,  
LOCAL 38061, AFL-CIO,  
Petitioner.

BRIEF ON BEHALF OF THE PETITIONER  
NEWSPAPER GUILD OF PITTSBURGH, CWA, AFL-CIO, AND  
THE AMERICAN FEDERATION OF LABOR AND  
CONGRESS OF INDUSTRIAL ORGANIZATIONS  
AS AMICUS CURIAE

The petitioner Newspaper Guild of Pittsburgh, CWA, AFL-CIO, and the American Federation of Labor and Congress of Industrial Organizations, as amicus curiae, submit this joint brief in response to the National Labor Relations Board's invitation to address the correct application of the Supreme Court's decision in *NLRB v. Yeshiva University*, 444 U.S. 672 (1980).

After nine years of litigation, encompassing 20 days of hearings spanning three months, two Regional Director reports running to some 171 pages between them and a trip to the D.C. Circuit, the Board is no closer to determining whether the full-time faculty of Point Park University are "managerial employees" under *Yeshiva* than it was when the hearings closed in early 2004.



The President of the University and the faculty members were not confused about the “managerial” status of the Point Park professors. The President informed faculty members that she was under no obligation to follow or implement their suggestions with regard to academic policy. She responded to the professors’ protests over this approach by bluntly stating, “This is not a democracy.” DDE 30.<sup>1</sup> The President instructed the faculty’s one representative to the University’s Board of Trustees – who had no voting power – that he attended Board meetings as an employee and was not to speak unless spoken to. DDE 6 n. 17. And, when the faculty representative protested unilateral changes by the President to previously agreed-upon academic policies at a meeting of the Deans Council to which he had been invited, the faculty representative was told not to attend future meetings. Tr. 3814-15. The professors understood that they had been marginalized in many respects, most especially with regard to influencing University academic policy. See DDE 30. This was no doubt one of the reasons that the faculty voted by a greater than three-to-one margin – 49 to 14 – in favor of union representation.

The sum and substance of the matter is that all the days of hearing and pages of analysis have not allowed the Board to determine conclusively what was plain to

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<sup>1</sup> “DDE” refers to the Regional Director’s Decision and Direction of Election (April 27, 2004). Citations in this brief use the pagination in the original hard copy version issued by the Regional Director. The electronic version posted by the NLRB website is paginated in a way that does not correspond to the DDE’s table of contents.

everyone at Point Park – the faculty members do *not* manage the University’s academic program. The proceedings in this case thus amply demonstrate how “[t]he open-ended rough-and-tumble of factors on which *Yeshiva* launched the Board and higher education,” *Lemoyne-Owen College v. NLRB* 357 F.3d 55, 61 (D.C. Cir. 2004) (citation and quotation marks omitted), has caused the Board – and consequently the reviewing courts – to miss the forest for the trees. The Board should use this case for a considered reappraisal of the role of the so-called “*Yeshiva* factors” in determining the “managerial” status of college professors under the National Labor Relations Act.

1. THE “*YESHIVA* FACTORS” DO NOT CONSTITUTE A LEGAL TEST FOR DETERMINING WHETHER PROFESSORS ARE EXEMPT “MANAGERIAL” EMPLOYEES.

The “*Yeshiva* factors” are nothing more than the concrete set of circumstances identified by the Supreme Court to support its conclusion “that the faculty of *Yeshiva* University exercise authority which in any other context unquestionably would be managerial.” *Yeshiva*, 444 U.S. at 686. Before the Supreme Court’s *Yeshiva* decision, the Board did not attempt to analyze what sort of faculty authority might be “managerial” in nature, because, in the Board’s view, the fact that, “[i]n carrying out the[ir] duties and responsibilities, the faculty acts as a group, on the basis of collective discussion and consensus” precluded treating the faculty as “managerial” employees. *C.W. Post Center*, 189 NLRB 904, 905

(1971). The Supreme Court rejected that *per se* rule in *Yeshiva*. 444 U.S. at 678.

Following the Supreme Court's *Yeshiva* decision, the Board did not undertake its own analysis of what type of authority would make college professors "managerial" employees. Rather, the Board simply treated the circumstances cited by the Court in *Yeshiva* as "the criteria for collegial governance" that would cause "faculty to be 'managerial.'" *Bradford College*, 261 NLRB 565, 566 (1982). On that approach, whether a college's faculty members would be categorized as "managerial" depended on their authority "to make[] decisions and effective recommendations . . . in the critical areas relied upon by the Supreme Court in *Yeshiva University*." *Thiel College*, 261 NLRB 580, 586 (1982). *See, e.g., id.* at 583-85 (considering the faculty's authority in each area).

The *Yeshiva* opinion was intended to provide "a starting point only" and states that "other factors . . . may enter into the analysis." 444 U.S. at 691 n. 31. As the instant case demonstrates, marching through the "*Yeshiva* factors" in a mechanical fashion to determine how the authority of a particular college faculty matches up point-by-point with the authority exercised by the *Yeshiva* faculty has not served the Board – or the college administrations and professors – well. Nothing in the *Yeshiva* opinion suggests that the Board is required to address the "managerial" status of college professors in this manner. To the contrary, the *holding* of *Yeshiva* is that the "managerial" status of college faculty members must

be determined on the same basis as is applied in other contexts. *See* 466 U.S. at 686 (“The controlling consideration in this case is that the faculty of Yeshiva University exercise authority which in any other context unquestionably would be managerial.”). That is, the “*Yeshiva* factors” represent an application of the Board’s more general analytical approach to determining managerial status in the concrete circumstances presented by the *Yeshiva* case, not a separate test unto itself.<sup>2</sup>

Moreover, nothing in the circuit court decisions following *Yeshiva*, including the decisions of the D.C. Circuit in *LeMoyne-Owen College* and in this case, requires the Board to determine the “managerial” status of a college faculty through a point-by-point comparison with the factors treated as significant by the courts in *Yeshiva*. To the contrary, the import of the D.C. Circuit decisions is that

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<sup>2</sup> In endorsing the traditional approach to determining managerial status in the university context, the Court expressly recognized that “[t]here . . . may be institutions of higher learning unlike *Yeshiva* where the faculty are entirely or predominantly nonmanagerial.” *Id.* at 690-91 n.31. In fact, in the three decades since *Yeshiva*, the trend has been “that the faculty role in university governance is decreasing” as “[t]he pressures for efficiency and the achievement of performance goals are encouraging college and university presidents to focus more on the management of their institutions and less on the more collegial processes of academic decision making.” William L. Waugh Jr., “Issues in University Governance: More ‘Professional’ and Less Academic,” *Annals of the American Academy of Political and Social Science* 84 (January 2003). A recent study of federal data supports this conclusion, confirming that colleges have added managers and support personnel at a rate that “far outpac[es] the growth in student enrollment and instructors.” Jeffrey Brainard, Paul Fain & Kathryn Masterson, “Support-Staff Jobs Double in 20 Years, Outpacing Enrollment,” *The Chronicle of Higher Education* (April 24, 2009).

the Board needs to explain what is “significant . . . and why,” *Point Park University v. NLRB*, 457 F.3d 42, 50 (D.C. Cir. 2006), quoting *LeMoyne-Owen College*, 357 F.3d at 61, in deciding whether particular faculty members are or are not “managerial” employees.

If the Board is going to continue to test the “managerial” status of college professors by comparing them to the Yeshiva faculty on the basis of the particular factors listed in the *Yeshiva* decisions, the D.C. Circuit requires the Board to do what the Regional Director did so ably in his Supplemental Decision on Remand, *i.e.*, group the points of comparison hierarchically into the categories “Academic Matters,” Supp. Dec. 9-32, “Academic-Related,” Supp. Dec. 32-36, and “[N]onacademic,” Supp. Dec. 36-48. We cannot improve upon the Regional Director’s detailed application of this multifactor approach and explanation of which *Yeshiva* factors were significant and why.

We submit, however, that the Board is not bound to continue that approach and is free to take a more analytical approach to applying the Supreme Court’s *Yeshiva* decision by undertaking a thorough reconsideration of the question of what authority would make college professors “managerial” employees. This reconsideration should begin with the statutory language and the Supreme Court’s articulation of the “managerial” employee exception. Against that background, the Board should rethink its approach to determining the “managerial” status of

college faculty members based on the legal analysis underlying the *Yeshiva* decision, rather than the particular factual circumstances of that case.

2. THE NLRA'S BROAD STATUTORY DEFINITION OF COVERED "EMPLOYEES" EXPRESSLY ENCOMPASSES "PROFESSIONAL EMPLOYEES," SUCH AS PROFESSORS.

The proper starting point is the statutory language. The National Labor Relations Act has two definitions clearly indicating that employees performing the work typical of college professors are intended to be covered by the Act.

NLRA § 2(3) provides generally that "[t]he term 'employee' shall include any employee." 29 U.S.C. § 152(3). "The breadth of § 2(3)'s definition is striking: the Act squarely applies to 'any employee.'" *Sure-Tan, Inc. v. NLRB*, 467 U.S. 883, 891 (1984). The Supreme Court has observed that a "broad, literal interpretation of the word 'employee' is consistent with several of the Act's purposes, such as protecting the right of employees to organize for mutual aid without employer interference and encouraging and protecting the collective-bargaining process." *NLRB v. Town & Country Electric, Inc.*, 516 U.S. 85, 91 (1995) (quotation marks and citations omitted).

What is more, the Act specifically defines a category of "professional employee" and grants those "professional employees" the right to vote on whether they will be separately represented from nonprofessionals in collective bargaining. 29 U.S.C. § 159(b)(1). Among the employees included in the category

“professional employees” are those “engaged in work [] predominantly intellectual and varied in character . . . involving the consistent exercise of discretion and judgment . . . [and] learning customarily acquired by a prolonged course of specialized intellectual instruction and study in an institution of higher learning.”

29 U.S.C. § 152(12). Given that statutory definition, it is hardly surprising that “faculty members employed at institutions of higher learning have long been considered ‘professional employees’ protected by the Act.” *David Wolcott Kendall Mem. School of Design v. NLRB*, 866 F.2d 157, 160 (6th Cir. 1989).

While the NLRA defines the term “employee” broadly, “the Act’s definition also contains a list of exceptions.” *Town & Country Electric*, 516 U.S. at 90. Significantly, none of the express statutory exceptions apply to the Park Point faculty.

As a general matter, the Supreme Court has cautioned “that administrators and reviewing courts must take care to assure that exemptions from NLRA coverage are not so expansively interpreted as to deny protection to workers the Act was designed to reach.” *Holly Farms Corp. v. NLRB*, 517 U.S. 392, 399 (1996). This warning applies *a fortiori* to the application of implied exemptions, such as the one created for “managerial” employees. “Because managerial employees are not excluded from coverage under the NLRA by any express language, but rather by an implied exception to the statute, the exception must be

narrowly construed to avoid conflict with the broad language of the Act, which covers ‘any employee,’ including professional employees.” *David Wolcott Kendall Mem. School*, 866 F.2d at 160 (citation omitted).

3. THE IMPLIED “MANAGERIAL” EXEMPTION APPLIES ONLY TO THOSE EMPLOYEES WHO ARE SO MUCH MORE CLEARLY “MANAGERIAL” THAN THE EXPRESSLY EXEMPT “SUPERVISORS” THAT NLRA COVERAGE WOULD BE INCONCEIVABLE.

The NLRA, as enacted in 1935, “did not expressly mention the term ‘managerial employee.’ After the Act’s passage, however, the Board developed the concept of ‘managerial employee’ in a series of cases involving the appropriateness of bargaining units.” *NLRB v. Bell Aerospace Co.*, 416 U.S. 267, 275 (1974). The early Board cases “established that ‘managerial employees’ were not to be included in a unit with rank-and-file employees” but left unclear whether “all ‘managerial employees’ [are] entirely outside the protection of the Act, as well as inappropriate for inclusion in a rank-and-file bargaining unit.” *Id.* at 275-276.

In *Bell Aerospace*, the Supreme Court held that “all ‘managerial employees’ . . . are excluded from the protections of the Act.” 416 U.S. at 274. The Court found the exclusion of “managerial employees” to be implicit in the express exclusion of “supervisors” that Congress enacted in 1947 to overrule the Supreme Court’s holding in *Packard Motor Car Co. v. NLRB*, 330 U.S. 485 (1947), that the NLRA covers foremen. 416 U.S. at 277-284. In this regard, the *Bell Aerospace*

Court expressly relied upon “the portion of Mr. Justice Douglas’ *Packard* dissent relating to the organization of executives,” *id.*, at 284, which the Court understood to have been ratified by the 1947 Congress. *See id.* at 278-279 (setting out the relevant portion of Justice Douglas’ dissent).

The basic point of Justice Douglas’s *Packard* dissent was that “if foremen are ‘employees’ within the meaning of the National Labor Relations Act, so are vice-presidents, managers, assistant managers, superintendents, assistant superintendents” and that “once vice-presidents, managers, superintendents, foremen all are unionized, management and labor will become more of a solid phalanx than separate factions in warring camps.” *Bell Aerospace*, 416 U.S. at 278, quoting *Packard*, 330 U.S. at 494 (Douglas, J., dissenting). In Justice Douglas’ view, this would “obliterate the line between management and labor” in labor relations with the result that “the basic opposing forces in industry [would be] not management and labor but the operating group on the one hand and the stockholder and bondholder group on the other.” *Ibid.*

Against that background, the *Bell Aerospace* Court understood the 1947 amendment excluding “supervisors” as “intended to exclude from the protection of the Act those who comprised a part of ‘management’ or were allied with it on the theory that they were the one[s] from whom the workers needed protection.” *Id.* *Bell Aerospace*, 416 U.S. at 288-289 n. 16, quoting *Retail Clerks v. NLRB*, 366

F.2d 642, 644-645 (D.C. Cir. 1967). The Court reasoned that the 1947 amendments did not include an express exception for nonsupervisory “managerial employees,” because “Congress recognized there were other persons so much more clearly ‘managerial’ that it was inconceivable that the Board would treat them as employees.” *Bell Aerospace*, 416 U.S. at 284.

Consistent with *Bell Aerospace*’s reading of the 1947 amendments, the Board has held that “managerial status . . . is reserved for those in executive-type positions, those who are closely aligned with management as true representatives.” *General Dynamics Corp.*, 213 NLRB 851, 857 (1974). Of particular pertinence here, the Board has specified that “managerial authority is not vested in professional employees merely by virtue of their professional status, or because work performed in that status may have a bearing on company direction.” *Id.* at 857-78. Rather, the status of “managerial” employee is reserved to “true representatives of management in the traditional sense,” *id.* at 858, *i.e.*, “faculty . . . involved in activities far beyond the core professional activities of a typical faculty,” *Point Park*, 457 F.3d at 48.

4. PROFESSORS ARE EXEMPT “MANAGERIAL” EMPLOYEES ONLY IF THEY EXERCISE NEARLY ABSOLUTE AUTHORITY IN DETERMINING THEIR EMPLOYER’S ACADEMIC PROGRAM.

In *Yeshiva*, “[t]he controlling consideration . . . [wa]s that the faculty . . . exercise[d] authority which in any other context unquestionably would be

managerial.” 444 U.S. at 686. In this regard, the Court emphasized that the faculty’s “authority in academic matters is absolute,” so that, “[t]o the extent the industrial analogy applies, the faculty determines . . . the product produced, the terms upon which it will offered, and the customers who will be served.” *Ibid.* The authority of the Yeshiva faculty derived from the fact that the University “depend[ed] on the professional judgment of its faculty to formulate and apply crucial policies constrained only by necessarily general institutional goals,” because their “professional expertise [wa]s indispensable to the formulation and implementation of academic policy.” *Id.* at 689.

The Tenth Circuit accurately described the pertinent aspect of the relationship between Yeshiva’s faculty members and the college administration:

“[T]he administrative staff at Yeshiva was fairly small, at least in relation to the university’s overall size, and there was no effective buffer between the faculty and top management. The university was, in effect, compelled to rely upon the faculty for advice, recommendations, establishment of policies, and implementation of policies. As a result, the Yeshiva faculty was by necessity aligned with management.” *Loretto Heights College v. NLRB*, 742 F.2d 1245, 1254 (10th Cir. 1984) (citations and quotation marks omitted).

As a direct result of its almost total reliance on the expertise of the faculty when it

came to framing academic policy – such as the school’s “curriculum, grading system, admission and matriculation standards, academic calendars, and course schedules” – the administration of Yeshiva University was essentially the “executive arm of the faculty.” *Yeshiva*, 444 U.S. at 676 & n. 4 (quotation marks omitted).

At the same time that it explained what made the faculty “managerial” employees, the *Yeshiva* Court also emphasized:

“We certainly are not suggesting an application of the managerial exclusion that would sweep all professionals outside the Act in derogation of Congress’ expressed intent to protect them. \* \* \* Only if an employee’s activities fall outside the scope of the duties routinely performed by similarly situated professionals will he be found aligned with management.” *Id.* at 690.

Elaborating on this caution, the Court explained, “It is plain, for example, that professors may not be excluded merely because they determine the content of their own courses, evaluate their own students, and supervise their own research.” *Id.* at 690 n. 31. And, with regard to framing the college’s academic policies, the Court explained that a merely “advisory role” was “not managerial.” *Id.* at 683.

Under *Yeshiva*, the central inquiry in determining whether college professors are exempt “managerial” employees is whether the professors’ “authority in

academic matters is absolute,” 444 U.S. at 686, so that the college administration functions essentially as the “executive arm of the faculty,” *id.* at 676 n. 4 (quotation marks omitted). Professors will naturally influence their college’s academic policy simply by engaging in their ordinary teaching duties (which includes determining not only the content of the courses they are assigned to teach but which courses in their field will be offered) and making known to the college administration their views on related academic matters. But *Yeshiva* makes clear that influence of this sort does not make the professors “managerial” employees. Rather, the faculty members must either have direct control over academic policy or their recommendations with regard to academic policy must be so routinely followed by the administration that they are effectively in control.

That being so, a particularly important aspect of determining whether the professors at a particular college are “managerial” employees is the relative size and nature of the college administration. If “the administration is fairly large in relation to the size of the College” and “possess[es] the professional expertise [that is] indispensable to the formulation and implementation of academic policy[,] [t]he availability of this expertise within the ranks of the administration obviates the College’s need to rely extensively on the professional judgment of its faculty in determining and implementing academic policy.” *Loretto Heights College*, 742 F.2d at 1254 (quotation marks omitted). Inclusion of academic personnel, such as

deans and department chairs, in a college administration indicates that the faculty does not control academic policy, because the point of including academics in the administration is to give it independent capacity to determine academic policy. If a college “has an effective buffer between the faculty and top management in the form of [personnel who] perform administrative duties and are part of the administration,” while “possess[ing] the professional expertise that [is] indispensable to formulation and implementation of academic policy,” then the nonadministrative teaching faculty are *not* “managerial” employees. *St. Thomas University*, 298 NLRB 280, 287 (1990).

Equally important is the extent to which the college administration acts independently of the faculty in formulating academic policy. To the extent that the administration formulates academic policy without faculty advice – or, even more tellingly, contrary to faculty advice – the administration’s actions conclusively demonstrate that the faculty members’ role in formulating academic policy is at most “merely advisory and thus not managerial.” *Yeshiva*, 444 U.S. at 683. Even where the administration’s formulation of academic policy is *always* in accordance with faculty advice, it must be shown that the administration is carrying out the faculty’s directions – and not simply seeking the faculty’s advice – for that circumstance to establish that professors are “managerial” employees.

Finally, the Board must remain cognizant of the Supreme Court’s

admonition that “[o]nly if an employee’s activities fall outside the scope of the duties routinely performed by similarly situated professionals will he be found aligned with management.” *Yeshiva*, 444 U.S. at 690 (emphasis added). As the Court explained, this means “that professors may not be excluded merely because they determine the content of their own courses, evaluate their own students, and supervise their own research.” *Id.* at 690 n. 31. It is pertinent in this regard, that professors determine the content of their courses not only by formulating the specific contents of their assigned courses but also by participating more generally in the determination of what other courses in their field will be offered by their department.

5. THE PROFESSORS AT POINT PARK DO NOT EXERCISE SUFFICIENT AUTHORITY OVER ACADEMIC POLICY TO BE EXEMPT “MANAGERIAL” EMPLOYEES.

Under the legal analysis articulated by the Court in *Yeshiva*, the Point Park faculty members clearly do not come within the implied “managerial” exemption from the NLRA’s broad statutory definition of covered “employees.”

In 2002, Point Park was substantially restructured as part of the school’s transition from a college to a university, so that its six academic departments were folded into four newly created schools, each of which was headed by a Dean appointed by the University President or someone in her administration. DDE 30-32, 59-61. Notably, faculty members were not involved in the decision to change

the structure of the school nor were they involved in Point Park's application for university status. DDE 9.

The four Deans sit on a Deans Council along with the Vice President for Academic Affairs and two directors. DDE 4. The Chairs of each Department within a particular school – who are stipulated to be part of President Henderson's management team and thus were not included in the unit of teaching faculty that voted on union representation – report to the particular Dean for their school. DDE 4.<sup>3</sup>

As a result of the restructuring, an extensive academic managerial staff encompassing at least 20 administrators – including the President, the Vice President of Academic Affairs, the Associate Vice President of Academic Affairs, the Deans, the Department Chairs and various Directors – runs the academic program of the University. The existence of such an extensive academic administration – including persons, such as the Deans and Department Chairs, who are directly involved in the University's day-to-day academic life – reduces the dependence of the college administration upon the teaching faculty in setting academic policy.

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<sup>3</sup> In its Request for Review, p. 12 n. 7, the University asserts that the "Department Chairs are members of the faculty." That the Chairs may be both part of the faculty and part of the University management, as the parties have stipulated, merely demonstrates "that a rational line could be drawn between . . . faculty members, depending upon how a faculty is structured and operates." *Yeshiva*, 444 U.S. at 691 n. 31.

As the Regional Director explained:

“[Faculty] input on academic matters became more diluted as the Administration added even more administrators to its substantial administrative staff. After restructuring the institution, the Administration had not one, but two buffers between it and the faculty. The department chairs and all but one program director were one buffer and the newly-created deans comprised a second buffer.” DDE 10.

The ratio of academic administrator to full-time teaching faculty was 1 to 4. Supp. Dec. 10 n. 11.

What is more, the hierarchy of authority clearly indicates that the teaching faculty are not “managerial” employees. The teaching faculty report to their respective Department Chairs, who report to their respective Deans, who report to the Associate Vice President for Academic Affairs, who reports to the Vice President for Academic Affairs, who reports to the President. DDE 4. Within this chain of command, the teaching faculty can hardly be characterized as “so much more clearly ‘managerial’ [than the academic administrators to whom they report] that it [would be] inconceivable that the Board would treat them as employees.” *Bell Aerospace*, 416 U.S. at 284.

The administration of Point Park University not only has the capacity to formulate academic policy independently of the faculty but has frequently acted

independently in formulating academic policy. For example, the University administration unilaterally implemented academic programs in Sports and Arts and Entertainment, and created the Innocence Institute. DDE 14-17. It unilaterally refused to implement academic programs approved by the faculty, including faculty-suggested programs in construction management, vocal performance and counseling. DDE 15. The administration also unilaterally altered existing academic programs without faculty consultation – or, in some cases, over faculty objection – such as the Government and International Studies Department, the International Masters of Business Administration program, and the English as a Second Language program. DDE 17-18, 24-25. And, the administration unilaterally altered degree requirements by adding a required freshman seminar, changing the requirements for an education degree, and unilaterally redesigning the honors program. DDE 19-21.

Moreover, unlike the case in *Yeshiva*, Point Park’s administration’s authority extends to many of the core professional activities typically exercised by faculty, such as course content and student evaluations. For example, the university administration unilaterally developed and implemented policies on online course offerings and independent studies, DDE 21-22, decreed the use of a plus/minus grading system despite faculty opposition, DDE 26-27, changed individual student grades without following established procedures for faculty participation, DDE 27,

denied bonuses to professors who issued what the administration considered too many A's, DDE 59, and imposed syllabi requirements, DDE 59.

The fact that the University administration has acted independently of the faculty in determining so many aspects of academic policy – as well as unilaterally determining many core faculty professional matters – conclusively demonstrates that the faculty's "authority in academic matters is [*not*] absolute." *Yeshiva*, 444 U.S. at 686. Rather, "the role of the faculty is merely advisory and thus not managerial." *Id.* at 683.

#### CONCLUSION

The National Labor Relations Board should adopt the Regional Director's determination of the appropriate bargaining unit and certify the results of the election.

Respectfully submitted,

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## CERTIFICATE OF SERVICE

I, James B. Coppess, hereby certify that on July 6, 2012, I caused to be served a copy of the foregoing Brief on behalf of the Petitioner Newspaper Guild of Pittsburgh, CWA, AFL-CIO, and the American Federation of Labor and Congress of Industrial Organizations as Amicus Curiae, by electronic mail on the following:

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/s/ James B. Coppess

James B. Coppess

FORM LM-2 LABOR ORGANIZATION ANNUAL REPORT

U.S. Department of Labor  
Office of Labor-Management Standards  
Washington, DC 20210

MUST BE USED BY LABOR ORGANIZATIONS WITH \$250,000 OR MORE IN TOTAL ANNUAL RECEIPTS AND LABOR ORGANIZATIONS IN TRUSTEESHIP

Form Approved  
Office of Management and Budget  
No. 1215-0188  
Expires: 09-30-2011

This report is mandatory under P.L. 86-257, as amended. Failure to comply may result in criminal prosecution, fines, or civil penalties as provided by 29 U.S.C. 439 or 440.

READ THE INSTRUCTIONS CAREFULLY BEFORE PREPARING THIS REPORT.

For Official Use Only	1. FILE NUMBER 000-106	2. PERIOD COVERED From 7/1/2005 Through 6/30/2006	3. (a) AMENDED - Is this an amended report: (b) HARDSHIP - Filed under the hardship procedures: (c) TERMINAL - This is a terminal report:	No No No

4. AFFILIATION OR ORGANIZATION NAME AFL-CIO		8. MAILING ADDRESS (Type or print in capital letters)	
		First Name RICHARD	Last Name TRUMKA
5. DESIGNATION (Local, Lodge, etc.) NATIONAL HEADQUARTERS	6. DESIGNATION NBR	P.O Box - Building and Room Number	
7. UNIT NAME (if any)		Number and Street 815 16TH STREET NW	
9. Are your organization's records kept at its mailing address? Yes		City WASHINGTON	
		State DC	ZIP Code + 4 20006

Each of the undersigned, duly authorized officers of the above labor organization, declares, under penalty of perjury and other applicable penalties of law, that all of the information submitted in this report (including information contained in any accompanying documents) has been examined by the signatory and is, to the best of the undersigned individual's knowledge and belief, true, correct and complete (See Section V on penalties in the instructions.)

70. SIGNED: John J Sweeney PRESIDENT Date: Sep 27, 2006 Telephone Number: 71. SIGNED: Richard L Trumka TREASURER Date: Sep 27, 2006 Telephone Number:

Form LM-2 (Revised 2003)

ITEMS 10 THROUGH 21

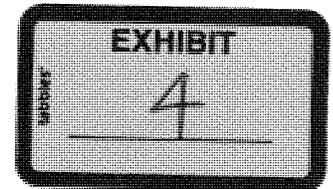
- 10. During the reporting period did the labor organization create or participate in the administration of a trust or a fund or organization, as defined in the instructions, which provides benefits for members or beneficiaries? Yes
- 11. During the reporting period did the labor organization have a Political Action Committee (PAC) fund? Yes
- 12. During the reporting period did the labor organization have an audit or review of its books and records by an outside accountant or by a parent body auditor/representative? Yes
- 13. During the reporting period did the labor organization discover any loss or shortage of funds or other assets? (Answer "Yes" even if there has been repayment or recovery.) No
- 14. What is the maximum amount recoverable under the labor organization's fidelity bond for a loss caused by any officer, employee or agent of the labor organization who handled union funds? \$500,000
- 15. During the reporting period did the labor organization acquire or dispose of any assets in a manner other than purchase or sale? Yes
- 16. Were any of the labor organization's assets pledged as security or encumbered in any way at the end of the reporting period? Yes
- 17. Did the labor organization have any contingent liabilities at the end of the reporting period? Yes
- 18. During the reporting period did the labor organization have any changes in its constitution or bylaws, other than rates of dues and fees, or in practices/procedures listed in the instructions? Yes
- 19. What is the date of the labor organization's next regular election of officers? 7/2009

FILE NUMBER: 000-106

20. How many members did the labor organization have at the end of the reporting period? 9,875,234

21. What are the labor organization's rates of dues and fees?

Rates of Dues and Fees					
Dues/Fees	Amount	Unit	Minimum	Maximum	
(a) Regular Dues/Fees	\$9 per	MO			
(b) Working Dues/Fees	per				
(c) Initiation Fees	\$5 per	1X			
(d) Transfer Fees	per				
(e) Work Permits	per				



STATEMENT A - ASSETS AND LIABILITIES

FILE NUMBER: 000-106

ASSETS	Schedule	Start of Reporting Period	End of Reporting Period

DOL Form Report (Disclosure)

A	Vice -President			\$0		\$0		\$0		\$0
C	C									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A	Woerth, Capt D			\$0		\$0		\$998		\$0
B	Vice -President									\$998
C	C									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A	Wohlforth, Nancy			\$0		\$0		\$943		\$0
B	Vice-President									\$943
C	N									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A	Young, Boyd D			\$0		\$0		\$0		\$0
B	Vice -President									\$0
C	P									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A	Young, William			\$0		\$0		\$1,512		\$0
B	Vice -President									\$1,512
C	C									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
Total Officer Disbursements				\$682,000	\$0	\$98,327		\$36,493		\$816,820
Less Deductions										\$305,678
Net Disbursements										\$511,142

Form LM-2 (Revised 2003)

SCHEDULE 12 - DISBURSEMENTS TO EMPLOYEES

FILE NUMBER: 000-106

	(A) Name	(B) Title	(C) Other Payer	(D) Gross Salary Disbursements (before any deductions)	(E) Allowances Disbursed	(F) Disbursements for Official Business	(G) Other Disbursements not reported in (D) through (F)	(H) TOTAL
A	Ackerman, Karen			\$125,850	\$0	\$4,467	\$0	\$130,317
B	N/A							
C								
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %
A	Acosta, Gerardo A			\$103,182	\$0	\$25,601	\$18,852	\$147,635
B	N/A							
C								
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %
A	Acosta, Jr, Edwin			\$58,204	\$0	\$1,903	\$0	\$60,107
B	N/A							
C								
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %
A	Acuff, Stewart J			\$123,864	\$0	\$19,599	\$342	\$143,805
B	N/A							
C								
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %
A	Adkins, Charles W			\$54,570	\$0	\$984	\$0	\$55,554
B	N/A							
C								
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %
A	McKenzie, Sarah			\$95,910	\$0	\$15,490	\$558	\$111,958
B	N/A							
C								
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %
A	McNeil, Damon A							

DOL Form Report (Disclosure)

B	N/A		\$45,900	\$0	\$266	\$0	\$46,166			
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	88 %	Schedule 19 Administration	6 %
A	Medley, Marcus A		\$56,182	\$0	\$601	\$0	\$56,783			
B	N/A									
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Meehan, Caryl J		\$46,233	\$0	\$0	\$0	\$46,233			
B	N/A									
C										
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Mehok, Timothy L		\$63,865	\$0	\$0	\$0	\$63,865			
B	N/A									
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Mendieta, Erasmo		\$95,324	\$7,800	\$22,311	\$1,757	\$127,192			
B	N/A									
C										
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Mendoza, Arturo P		\$97,144	\$7,800	\$29,888	\$4,010	\$138,842			
B	N/A									
C										
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Menifee, Michael V		\$27,157	\$315	\$665	\$379	\$28,516			
B	N/A									
C										
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Mercer, Kim C		\$69,628	\$0	\$1,412	\$0	\$71,040			
B	N/A									
C										
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	25 %	Schedule 18 General Overhead	25 %	Schedule 19 Administration	25 %
A	Miller, Naidalid E		\$26,601	\$0	\$0	\$0	\$26,601			
B	N/A									
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Mills, Nancy		\$119,731	\$0	\$841	\$0	\$120,572			
B	N/A									
C										
I	Schedule 15 Representational Activities	76 %	Schedule 16 Political Activities and Lobbying	2 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	2 %
A	Milstein, Merrilee H		\$108,188	\$0	\$1,926	\$19,472	\$129,586			
B	N/A									
C										
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	40 %	Schedule 19 Administration	0 %
A	Mitchell, Denise A		\$150,610	\$0	\$4,485	\$0	\$155,095			
B	N/A									
C										
I	Schedule 15 Representational Activities	45 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	20 %
A	Mitchell, Robert S		\$37,823	\$0	\$22	\$0	\$37,845			
B	N/A									
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Molina, Joell J		\$17,838	\$0	\$645	\$21	\$18,504			
B	N/A									
C										

DOL Form Report (Disclosure)

C	N/A										
I	Schedule 15 Representational Activities	90 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	0 %	
A B C	Moon, Brenda R N/A		\$95,968		\$0		\$7,948		\$31,556		\$135,472
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	30 %	
A B C	Moreland, Danny F N/A		\$60,518		\$0		\$24		\$0		\$60,542
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A B C	Morris, Amy M N/A		\$97,144		\$0		\$2,256		\$0		\$99,400
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %	
A B C	Morris, Angela D N/A		\$79,613		\$0		\$1,385		\$0		\$80,998
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A B C	Morrissey, Monique M N/A		\$18,972		\$0		\$190		\$0		\$19,162
I	Schedule 15 Representational Activities	94 %	Schedule 16 Political Activities and Lobbying	6 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A B C	Morton, Kimberly Y N/A		\$65,762		\$0		\$0		\$395		\$66,157
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A B C	Moses, Robert S N/A		\$81,447		\$0		\$1,758		\$0		\$83,205
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	0 %	
A B C	Moss, Thomas N N/A		\$65,967		\$0		\$680		\$0		\$66,647
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A B C	Mountjoy, William J N/A		\$114,681		\$0		\$4,169		\$0		\$118,850
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A B C	Muchnok, Rodney N N/A		\$96,909		\$7,800		\$16,896		\$3,768		\$125,373
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	10 %	
A B C	Mulligan, Linda A N/A		\$95,972		\$7,800		\$7,006		\$17,574		\$128,352
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	30 %	
A B C	Murillo, Raquel G N/A		\$50,281		\$0		\$1,085		\$0		\$51,366
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A B	Murphy, Bridget A N/A		\$11,006		\$0		\$3,131		\$0		\$14,137

## DOL Form Report (Disclosure)

C										
I	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	20 %
A B C	Myers-Nelson, Mary M N/A				\$47,961	\$0	\$0	\$2,900	\$50,861	
I	Schedule 15 Representational Activities	1 %	Schedule 16 Political Activities and Lobbying	1 %	Schedule 17 Contributions	52 %	Schedule 18 General Overhead	46 %	Schedule 19 Administration	0 %
A B C	Nguyen, Alexander N N/A				\$56,562	\$0	\$13	\$0	\$56,575	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Nguyen, Tin-Nghia Q N/A				\$40,441	\$0	\$3,613	\$169	\$44,223	
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Niccoli-Hiltz, Barbara L N/A				\$100,484	\$8,450	\$9,908	\$2,447	\$121,289	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Nickell, Kenneth J N/A				\$98,052	\$0	\$9,766	\$375	\$108,193	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Niehouse, Amy E N/A				\$75,429	\$7,800	\$9,923	\$1,152	\$94,304	
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Noonan, Michael J N/A				\$103,198	\$0	\$33,577	\$10,274	\$147,049	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	95 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	0 %
A B C	Notargiaomo, Daniel J N/A				\$18,630	\$0	\$0	\$0	\$18,630	
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	45 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	0 %
A B C	Nussbaum, Karen N/A				\$131,398	\$0	\$3,095	\$0	\$134,493	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	75 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	25 %	Schedule 19 Administration	0 %
A B C	Oakes, Bonnie M N/A				\$51,547	\$0	\$0	\$149	\$51,696	
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	60 %	Schedule 19 Administration	0 %
A B C	O'Brien, Devin M N/A				\$51,182	\$0	\$0	\$0	\$51,182	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	O'Brien, Shaun C N/A				\$98,393	\$0	\$865	\$0	\$99,258	
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	5 %
A B C	O'Brien, Vincent N/A				\$76,635	\$1,950	\$6,584	\$2,446	\$87,615	

DOL Form Report (Disclosure)

I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	20 %
A B C	Ocampo, Mayra C N/A				\$52,914	\$3,900	\$2,792	\$840	\$60,446	
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	O'Meara, Patrick F N/A				\$58,390	\$0	\$0	\$0	\$58,390	
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	O'Neal, Earl T N/A				\$82,811	\$0	\$674	\$0	\$83,485	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A B C	Oong, Jennifer C N/A				\$85,452	\$0	\$0	\$0	\$85,452	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Osborn, James L N/A				\$62,831	\$0	\$0	\$0	\$62,831	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Owens, Christine L N/A				\$18,154	\$0	\$0	\$0	\$18,154	
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	30 %
A B C	Park, Marilyn E N/A				\$45,191	\$0	\$0	\$0	\$45,191	
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	85 %	Schedule 19 Administration	0 %
A B C	Parker, Cassandra E N/A				\$53,891	\$0	\$0	\$0	\$53,891	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Parker, Mark E N/A				\$25,454	\$0	\$0	\$0	\$25,454	
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	15 %	Schedule 19 Administration	0 %
A B C	Parks, James B N/A				\$91,518	\$0	\$576	\$0	\$92,094	
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Pastreich, William M N/A				\$83,948	\$0	\$38,679	\$1,259	\$123,886	
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Patten, Vernon R N/A				\$41,082	\$0	\$24	\$0	\$41,106	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Patterson, Blake W N/A				\$86,633	\$0	\$74	\$0	\$86,707	

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	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	0 %
A B C	Patterson, William B N/A			\$60,242		\$0	\$2,813		\$0	\$63,055
I	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A B C	Paul, Scott N N/A			\$51,010		\$0	\$392		\$0	\$51,402
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Pavy, Gordon R N/A			\$99,777		\$0	\$971		\$0	\$100,748
I	Schedule 15 Representational Activities	91 %	Schedule 16 Political Activities and Lobbying	1 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	6 %	Schedule 19 Administration	2 %
A B C	Pearson, Wiley H N/A			\$29,078		\$0	\$105		\$0	\$29,183
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Pedrotty, Daniel F N/A			\$73,890		\$0	\$2,198		\$154	\$76,242
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Pelles, Rosalyn W N/A			\$110,589		\$0	\$3,807		\$4	\$114,400
I	Schedule 15 Representational Activities	71 %	Schedule 16 Political Activities and Lobbying	1 %	Schedule 17 Contributions	15 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	8 %
A B C	Pender, Kara A N/A			\$51,817		\$0	\$651		\$0	\$52,468
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Penn, Joyce F N/A			\$53,891		\$0	\$0		\$0	\$53,891
I	Schedule 15 Representational Activities	77 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	3 %	Schedule 19 Administration	20 %
A B C	Perez, Carmen M N/A			\$66,691		\$0	\$0		\$0	\$66,691
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	1 %	Schedule 19 Administration	4 %
A B C	Perez, Jose G N/A			\$32,216		\$315	\$650		\$376	\$33,557
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Perpena, Shavonne N/A			\$101,596		\$0	\$16,336		\$7,274	\$125,206
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	50 %
A B C	Piekarec, Steven F N/A			\$100,260		\$0	\$1,121		\$0	\$101,381
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	0 %
A B C	Podhorzer, Michael A N/A			\$108,835		\$0	\$3,615		\$0	\$112,450

Schedule 16

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	Schedule 15 Representational Activities	0 %	Political Activities and Lobbying	95 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A B C	Poe, Catherine A N/A			\$79,843		\$0	\$2,439		\$11,693	\$93,975
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	50 %
A B C	Pollack, Bernard A N/A			\$22,546		\$0	\$707		\$0	\$23,253
	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	0 %
A B C	Power, Jay N/A			\$109,384		\$0	\$0		\$0	\$109,384
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Pruett, Susanne E N/A			\$54,028		\$0	\$0		\$0	\$54,028
	Schedule 15 Representational Activities	15 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	40 %
A B C	Puente, Jorge N/A			\$74,071		\$0	\$629		\$0	\$74,700
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	0 %
A B C	Ramirez, Sonia N/A			\$100,747		\$0	\$785		\$0	\$101,532
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Rearдон, Joseph A N/A			\$43,151		\$0	\$0		\$0	\$43,151
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Rees, Brandon J N/A			\$91,131		\$0	\$1,248		\$0	\$92,379
	Schedule 15 Representational Activities	90 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A B C	Reid, Theresa A N/A			\$37,348		\$1,322	\$2,059		\$39	\$40,768
	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Reinecke, Michael P N/A			\$74,062		\$0	\$5,344		\$631	\$80,037
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Reynolds, Kenneth S N/A			\$98,349		\$0	\$1,256		\$50	\$99,655
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A B C	Rhinehart, Lynn K N/A			\$136,733		\$0	\$2,018		\$0	\$138,751
	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	60 %
A B C	Robbins, Lisa K N/A			\$61,210		\$0	\$790		\$0	\$62,000
	Schedule 15		Schedule 16		Schedule 17		Schedule 18		Schedule 19	

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	Representational Activities	10 %	Political Activities and Lobbying	20 %	Contributions	0 %	General Overhead	50 %	Administration	20 %
A B C	Roby, Kathy V N/A				\$59,187	\$0	\$0		\$0	\$59,187
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Rollins, Paul J N/A				\$65,770	\$0	\$1,345		\$35	\$67,150
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Rosenstein, Paul N/A				\$70,734	\$3,900	\$468		\$1,894	\$76,996
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	30 %
A B C	Ross, Kelly B N/A				\$104,215	\$0	\$942		\$0	\$105,157
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Rostan, June M N/A				\$64,267	\$0	\$14,924		\$148	\$79,339
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Rothfarb, Lauren J N/A				\$53,652	\$0	\$676		\$0	\$54,328
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Rozenberg, Claudia F N/A				\$16,563	\$0	\$0		\$0	\$16,563
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	10 %
A B C	Sachen, Susan N/A				\$81,938	\$0	\$0		\$0	\$81,938
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Salamone, Dennis J N/A				\$47,995	\$0	\$0		\$0	\$47,995
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Salvetti, Thomas E N/A				\$114,681	\$0	\$0		\$0	\$114,681
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	80 %	Schedule 19 Administration	20 %
A B C	Sam, William R N/A				\$129,575	\$3,900	\$6,166		\$1,499	\$141,140
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Samuel, William H N/A				\$125,850	\$0	\$5,159		\$0	\$131,009
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Sanchez, Oscar N/A				\$27,504	\$0	\$480		\$0	\$27,984
I	Schedule 15	70 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17	0 %	Schedule 18	0 %	Schedule 19	0 %

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	Representational Activities		Lobbying		Contributions		General Overhead		Administration	
A B C	Sapozhnikov, Leonid N/A				\$10,699	\$0	\$1,205		\$0	\$11,904
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Sarmiento, Anthony R N/A				\$128,353	\$0	\$0		\$0	\$128,353
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Scales, Alice J N/A				\$46,667	\$0	\$0		\$0	\$46,667
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Schaffer, Janet E N/A				\$99,078	\$7,800	\$5,734		\$1,522	\$114,134
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	75 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	20 %
A B C	Schantz, Penny N/A				\$69,203	\$0	\$6,017		\$0	\$75,220
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	10 %
A B C	Schiffer, Nancy J N/A				\$136,733	\$0	\$2,002		\$0	\$138,735
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	10 %
A B C	Scott, Lorenzo A N/A				\$88,636	\$7,102	\$10,440		\$11,954	\$118,132
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	80 %
A B C	Scott, Patrick A N/A				\$85,128	\$8,498	\$21,117		\$224	\$114,967
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Seeberg, Shelley K N/A				\$66,659	\$1,798	\$953		\$604	\$70,014
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Sellers, Leonard M N/A				\$54,688	\$0	\$625		\$0	\$55,313
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Seltzer, Chenai N N/A				\$16,882	\$0	\$0		\$0	\$16,882
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	90 %	Schedule 19 Administration	0 %
A B C	Semelsberger, Paul S N/A				\$82,014	\$0	\$0		\$0	\$82,014
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Seminario, Margaret N/A				\$110,589	\$0	\$11,722		\$0	\$122,311
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %

Lobbying										
A	Serna, Yolanda A									
B	N/A		\$20,548	\$315	\$5,725	\$0			\$26,588	
C	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	0 %
A	Shailor Borsage, Barbara									
B	N/A		\$119,572	\$0	\$11,999	\$0			\$131,571	
C	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	10 %
A	Shanks, Keri A									
B	N/A		\$67,471	\$0	\$0	\$0			\$67,471	
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	80 %	Schedule 19 Administration	0 %
A	Shea, Gerald M									
B	N/A		\$150,610	\$0	\$3,824	\$0			\$154,434	
C	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Silver, Emily F									
B	N/A		\$85,452	\$0	\$0	\$0			\$85,452	
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Silvers, Damon A									
B	N/A		\$136,733	\$0	\$6,577	\$59			\$143,369	
C	Schedule 15 Representational Activities	55 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	0 %
A	Silverstein, May O									
B	N/A		\$15,491	\$0	\$0	\$0			\$15,491	
C	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Silvia-Degennaro, Christine									
B	N/A		\$91,146	\$0	\$10	\$0			\$91,156	
C	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	85 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Slaiman, Donald C									
B	N/A		\$96,220	\$7,800	\$7,668	\$5,470			\$117,158	
C	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	75 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Small, John R									
B	N/A		\$32,747	\$0	\$0	\$0			\$32,747	
C	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	25 %	Schedule 19 Administration	10 %
A	Smith, Kathleen M									
B	N/A		\$79,607	\$0	\$0	\$0			\$79,607	
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Smith, Kimberly R									
B	N/A		\$30,674	\$0	\$0	\$0			\$30,674	
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Smith, Marlene L									
B	N/A		\$91,149	\$0	\$540	\$0			\$91,689	
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %

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A	Smith, Maureen M									
B	N/A									
C			\$72,834		\$0		\$0		\$0	\$72,834
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Smith, Stephen E									
B	N/A									
C			\$56,851		\$0		\$223		\$53	\$57,127
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Smith, Vivian E									
B	N/A									
C			\$54,028		\$0		\$0		\$0	\$54,028
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	15 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Snedden, Mary E									
B	N/A									
C			\$61,826		\$0		\$525		\$0	\$62,351
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	90 %	Schedule 19 Administration	0 %
A	Snyder, Frank									
B	N/A									
C			\$89,768		\$7,800		\$18,527		\$4,511	\$120,606
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	4 %	Schedule 18 General Overhead	1 %	Schedule 19 Administration	5 %
A	Snyder, Katie A									
B	N/A									
C			\$29,922		\$0		\$236		\$0	\$30,158
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	20 %
A	Sommerkamp, Charles									
B	N/A									
C			\$73,413		\$0		\$1,352		\$0	\$74,765
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	90 %	Schedule 19 Administration	10 %
A	Sommerkamp, Nelly T									
B	N/A									
C			\$60,301		\$0		\$507		\$0	\$60,808
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	0 %
A	Speedon-Cole, Pocahontas									
B	N/A									
C			\$85,452		\$0		\$1,845		\$0	\$87,297
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Splain, Mark J									
B	N/A									
C			\$47,870		\$0		\$2,009		\$52	\$49,931
I	Schedule 15 Representational Activities	92 %	Schedule 16 Political Activities and Lobbying	3 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	2 %	Schedule 19 Administration	3 %
A	Stanton, Susan C									
B	N/A									
C			\$52,419		\$0		\$0		\$0	\$52,419
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Staples, Andrea D									
B	N/A									
C			\$67,190		\$0		\$4,069		\$4,022	\$75,281
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Suria, Ilsa M									
B	N/A									
C			\$50,975		\$0		\$0		\$0	\$50,975
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %

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A	Szpak, Michael									
B	N/A									
C			\$101,596		\$0		\$5,453		\$13	\$107,062
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Tanguay, Kristy L									
B	N/A									
C			\$29,003		\$0		\$0		\$0	\$29,003
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Tapscott, Gail P									
B	N/A									
C			\$52,501		\$0		\$0		\$0	\$52,501
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Tate, Ronnie G									
B	N/A									
C			\$61,529		\$0		\$0		\$0	\$61,529
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Taylor, Charles D									
B	N/A									
C			\$57,477		\$0		\$515		\$0	\$57,992
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Taylor, Marion N									
B	N/A									
C			\$21,623		\$0		\$0		\$0	\$21,623
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	40 %	Schedule 19 Administration	40 %
A	Thiri, Deborah A									
B	N/A									
C			\$19,707		\$0		\$1,317		\$0	\$21,024
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	0 %
A	Thompson, Francine M									
B	N/A									
C			\$52,439		\$0		\$469		\$0	\$52,908
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A	Timko, Debra M									
B	N/A									
C			\$20,867		\$1,950		\$6,036		\$484	\$29,337
I	Schedule 15 Representational Activities	90 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	0 %
A	Toback, Eileen R									
B	N/A									
C			\$31,618		\$0		\$992		\$0	\$32,610
I	Schedule 15 Representational Activities	83 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	1 %
A	Togans, Obretia D									
B	N/A									
C			\$53,147		\$0		\$0		\$0	\$53,147
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Tracey, Margaret									
B	N/A									
C			\$60,953		\$0		\$0		\$0	\$60,953
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	0 %
A	Trcka, Carroll C									
B	N/A									
C			\$25,034		\$0		\$0		\$0	\$25,034
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	90 %	Schedule 19 Administration	0 %

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B	Tynes, Edward J									
C	N/A			\$89,757	\$7,800	\$30,731	\$2,353	\$130,641		
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Valdez, Jr., Rigoberto									
B	N/A			\$40,274	\$650	\$2,071	\$500	\$43,495		
C										
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Vasquez, Paul									
B	N/A			\$99,806	\$7,800	\$33,087	\$3,151	\$143,844		
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	95 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Verdugo, Gaspar									
B	N/A			\$86,834	\$7,800	\$2,035	\$3,304	\$99,973		
C										
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Veselka, Hana G									
B	N/A			\$29,674	\$0	\$0	\$0	\$29,674		
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Volk, Jo Ann C									
B	N/A			\$104,987	\$0	\$2,288	\$0	\$107,275		
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Waizenegger, Dieter									
B	N/A			\$36,370	\$0	\$281	\$0	\$36,651		
C										
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Walden, Shelly D									
B	N/A			\$54,168	\$0	\$0	\$0	\$54,168		
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	40 %	Schedule 19 Administration	60 %
A	Walker, Naomi A									
B	N/A			\$103,186	\$0	\$4,344	\$13	\$107,543		
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Wallace, Antonette									
B	N/A			\$56,852	\$0	\$108	\$0	\$56,960		
C										
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Walsh, Louise D									
B	N/A			\$105,899	\$0	\$0	\$0	\$105,899		
C										
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Walsh, Richard J									
B	N/A			\$23,038	\$0	\$622	\$0	\$23,660		
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	75 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	25 %
A	Walton, Eva T									
B	N/A			\$64,434	\$0	\$1,563	\$0	\$65,997		
C										
I	Schedule 15 Representational Activities	93 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	1 %
A	Wambu, Muthoni M									

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B	N/A			\$42,773		\$0		\$0		\$0		\$42,773
C												
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Ward, Tiffany L											
B	N/A			\$11,177		\$0		\$0		\$0		\$11,177
C												
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	98 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	2 %	Schedule 19 Administration	0 %		
A	Washington, Susan											
B	N/A			\$140,881		\$0		\$3,905		\$229		\$145,015
C												
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	9 %	Schedule 18 General Overhead	1 %	Schedule 19 Administration	5 %		
A	Watson, David											
B	N/A			\$144,897		\$3,900		\$6,366		\$4,463		\$159,626
C												
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Webb, Pok S											
B	N/A			\$63,865		\$0		\$0		\$0		\$63,865
C												
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Weingarten, Steven B											
B	N/A			\$44,837		\$0		\$1,140		\$0		\$45,977
C												
I	Schedule 15 Representational Activities	96 %	Schedule 16 Political Activities and Lobbying	4 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Weinstock, Deborah L											
B	N/A			\$59,657		\$0		\$34		\$0		\$59,691
C												
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Welsh, John S											
B	N/A			\$131,398		\$0		\$449		\$0		\$131,847
C												
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %		
A	Welsh, Robert W											
B	N/A			\$165,031		\$0		\$19,404		\$207		\$184,642
C												
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	45 %		
A	Welte, Patricia S											
B	N/A			\$15,069		\$0		\$0		\$0		\$15,069
C												
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	West-Eversley, Camille A											
B	N/A			\$53,356		\$0		\$0		\$0		\$53,356
C												
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Whalen, Sheryl A											
B	N/A			\$100,067		\$0		\$3,437		\$95		\$103,599
C												
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	40 %	Schedule 19 Administration	60 %		
A	Wheeler, Yvonne F											
B	N/A			\$93,003		\$7,800		\$5,461		\$2,708		\$108,972
C												
I	Schedule 15 Representational Activities	15 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	35 %		
A	Wheelock, Lara L											
B				\$44,730		\$0		\$0		\$0		\$44,730

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C	N/A									
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	White, Deborah S									
B	N/A			\$54,074		\$0	\$0		\$248	\$54,322
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	White, Quentine									
B	N/A			\$53,891		\$0	\$0		\$0	\$53,891
C										
I	Schedule 15 Representational Activities	22 %	Schedule 16 Political Activities and Lobbying	22 %	Schedule 17 Contributions	12 %	Schedule 18 General Overhead	22 %	Schedule 19 Administration	22 %
A	Wiggins, Nelcina B									
B	N/A			\$59,208		\$0	\$1,140		\$0	\$60,348
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Wilhite, Stephen E									
B	N/A			\$96,909		\$0	\$569		\$0	\$97,478
C										
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	2 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	8 %
A	Williams, Tara L									
B	N/A			\$57,761		\$0	\$923		\$0	\$58,684
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	15 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	85 %
A	Wilmore, Michael I									
B	N/A			\$26,616		\$315	\$681		\$49	\$27,661
C										
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Wilson, Charity C									
B	N/A			\$70,666		\$0	\$0		\$0	\$70,666
C										
I	Schedule 15 Representational Activities	40 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	20 %
A	Wilson, Corey D									
B	N/A			\$65,505		\$0	\$0		\$0	\$65,505
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	0 %
A	Wilson, Rand									
B	N/A			\$23,313		\$0	\$1,856		\$0	\$25,169
C										
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Windham, Anna L									
B	N/A			\$98,321		\$0	\$1,032		\$0	\$99,353
C										
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	20 %
A	Withrow, Mitzi L									
B	N/A			\$58,997		\$0	\$0		\$0	\$58,997
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	0 %
A	Womack, Richard R									
B	N/A			\$91,730		\$0	\$13,571		\$16,013	\$121,314
C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	30 %
A	Womack, Richard G									
B	N/A			\$131,398		\$0	\$16,830		\$0	\$148,228
C										

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C										
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	30 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Wood, Tammy J N/A			\$51,942		\$0	\$450		\$0	\$52,392
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Woodhead, Gregory N/A			\$101,596		\$0	\$594		\$0	\$102,190
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Woodhouse, Patricia L N/A			\$35,732		\$0	\$0		\$0	\$35,732
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	45 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	30 %
A B C	Woods, Chris N/A			\$54,474		\$0	\$160		\$0	\$54,634
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Worrey, Stephen E N/A			\$104,545		\$0	\$0		\$0	\$104,545
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Wright, Sherry L N/A			\$20,338		\$1,647	\$1,729		\$398	\$24,112
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Wright, Wallace B N/A			\$15,788		\$0	\$0		\$0	\$15,788
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Young, Amy C N/A			\$45,932		\$0	\$0		\$0	\$45,932
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Yudken, Joel S N/A			\$81,411		\$0	\$0		\$0	\$81,411
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	0 %
A B C	Zacarias, Ramiro N/A			\$61,276		\$0	\$44,431		\$0	\$105,707
I	Schedule 15 Representational Activities	90 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Zellhoefer, Jerald A N/A			\$115,531		\$22,434	\$31,881		\$0	\$169,846
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	10 %
A B C	Zerolnick, Jonathan D N/A			\$18,200		\$0	\$198		\$0	\$18,398
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Zinn, Kenneth S N/A			\$108,835		\$0	\$9,925		\$41	\$118,801

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I	Schedule 15 Representational Activities	82 %	Schedule 16 Political Activities and Lobbying	3 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	10 %
A B C	Zobrisky, Mark V N/A			\$108,835		\$0	\$128		\$455	\$109,418
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Adriani, Victor A N/A			\$67,150		\$0	\$0		\$0	\$67,150
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Aguilar, Esmeralda N/A			\$76,155		\$0	\$1,271		\$0	\$77,426
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	20 %
A B C	Aguirre, Barbara D N/A			\$95,100		\$0	\$743		\$0	\$95,843
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Alessi, Casper J N/A			\$49,025		\$0	\$223		\$2,647	\$51,895
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Alexander, Connie L N/A			\$80,261		\$0	\$0		\$0	\$80,261
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	0 %
A B C	Alvarez, Bernice B N/A			\$52,904		\$2,175	\$1,274		\$434	\$56,787
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Alvarez, Jose F N/A			\$137,643		\$0	\$10,263		\$16,175	\$164,081
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A B C	Anderson, Larry W N/A			\$100,067		\$0	\$575		\$0	\$100,642
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Anderson, Todd A N/A			\$102,374		\$0	\$12,917		\$14,840	\$130,131
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	40 %
A B C	Anspach, Lorie A N/A			\$68,110		\$0	\$438		\$0	\$68,548
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Applegate, Harriet S N/A			\$85,035		\$3,900	\$1,981		\$906	\$91,822
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Applewhite, Patricia D N/A			\$26,403		\$0	\$0		\$0	\$26,403

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	Schedule 15 Representational Activities	75 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	25 %	Schedule 19 Administration	0 %
A B C	Arguello, Emilio N/A				\$19,829	\$0	\$0	\$0	\$19,829	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Asbury, Virginia N/A				\$146,050	\$0	\$0	\$0	\$146,050	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A B C	Avendano-Denier, Ana L N/A				\$136,733	\$0	\$8,821	\$46	\$145,600	
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A B C	Avila, Glenda S N/A				\$33,838	\$0	\$0	\$0	\$33,838	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Baker, David E N/A				\$44,483	\$3,250	\$8,249	\$658	\$56,640	
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Ball, Teresa S N/A				\$108,835	\$0	\$7,116	\$215	\$116,166	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Bank, Richard N/A				\$110,589	\$0	\$1,665	\$0	\$112,254	
I	Schedule 15 Representational Activities	77 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	3 %	Schedule 19 Administration	20 %
A B C	Barchiesi, Richard O N/A				\$94,221	\$0	\$23,015	\$14,939	\$132,175	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Basham, William D N/A				\$89,779	\$7,800	\$14,038	\$2,695	\$114,312	
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Baskerville, Andrea E N/A				\$49,983	\$0	\$0	\$299	\$50,282	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Bauer, Karen S N/A				\$62,259	\$0	\$985	\$0	\$63,244	
I	Schedule 15 Representational Activities	45 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	20 %
A B C	Baugh, Robert C N/A				\$108,835	\$0	\$4,551	\$428	\$113,814	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Beaty, Timothy J N/A				\$78,363	\$0	\$1,076	\$428	\$79,867	

Schedule 16

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	Schedule 15 Representational Activities	60 %	Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	10 %
A B C	Benack, Bret M N/A			\$21,717	\$315		\$83		\$0	\$22,115
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Benjamin, Renee C N/A			\$24,012	\$0		\$0		\$0	\$24,012
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Berney, Jesse R N/A			\$51,966	\$0		\$0		\$0	\$51,966
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	45 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	30 %
A B C	Berry, Peggy A N/A			\$43,198	\$0		\$0		\$0	\$43,198
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Beyranvand, Patricia Z N/A			\$68,431	\$0		\$1,164		\$0	\$69,595
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	14 %	Schedule 19 Administration	30 %
A B C	Billingsley, Kellie A N/A			\$44,219	\$0		\$0		\$0	\$44,219
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Birnbaum, Jane E N/A			\$104,624	\$0		\$0		\$0	\$104,624
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Blackstone, Sujatha N/A			\$58,122	\$0		\$1,182		\$0	\$59,304
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	40 %	Schedule 19 Administration	60 %
A B C	Blackwell, Ronald E N/A			\$114,681	\$0		\$6,399		\$0	\$121,080
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	45 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A B C	Blomdahl, Katrina D N/A			\$21,386	\$0		\$775		\$0	\$22,161
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Borenstein, Susan P N/A			\$92,014	\$0		\$4,172		\$0	\$96,186
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Bouey, Terese N/A			\$108,835	\$0		\$22,140		\$230	\$131,205
I	Schedule 15 Representational Activities	95 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A B C	Boyce, Belinda J N/A			\$50,136	\$0		\$383		\$0	\$50,519
	Schedule 15		Schedule 16		Schedule 17		Schedule 18		Schedule 19	

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	Representational Activities	100 %	Political Activities and Lobbying	0 %	Contributions	0 %	General Overhead	0 %	Administration	0 %
A B C	Bright, Tiffanie A N/A				\$18,970	\$0	\$0	\$0	\$18,970	
I	Schedule 15 Representational Activities	74 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	4 %	Schedule 19 Administration	17 %
A B C	Britton, Marilyn E N/A				\$26,678	\$0	\$0	\$0	\$26,678	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Brown, Andrew H N/A				\$57,321	\$0	\$0	\$0	\$57,321	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Brown, Contina M N/A				\$35,544	\$0	\$0	\$0	\$35,544	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Brown, Ian C N/A				\$65,915	\$0	\$15	\$0	\$65,930	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	0 %
A B C	Brown, Margaret K N/A				\$50,235	\$0	\$0	\$0	\$50,235	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Bruffy, Lawrence K N/A				\$59,550	\$0	\$0	\$0	\$59,550	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Bugarin, Orlando P N/A				\$44,056	\$0	\$0	\$0	\$44,056	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	95 %	Schedule 19 Administration	0 %
A B C	Burch, Erika H N/A				\$150,947	\$0	\$0	\$0	\$150,947	
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Burneko, Angela E N/A				\$49,492	\$0	\$80	\$0	\$49,572	
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	40 %	Schedule 18 General Overhead	1 %	Schedule 19 Administration	9 %
A B C	Burton, Bradley J N/A				\$154,381	\$0	\$19,251	\$873	\$174,505	
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	30 %
A B C	Bussink, Elizabeth A N/A				\$73,372	\$0	\$0	\$0	\$73,372	
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Byrne, Kevin T N/A				\$58,997	\$0	\$2,342	\$251	\$61,590	
I	Schedule 15	50 %	Schedule 16 Political Activities and	50 %	Schedule 17	0 %	Schedule 18	0 %	Schedule 19	0 %

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	Representational Activities		Lobbying		Contributions		General Overhead		Administration	
A B C	Callahan, Stephen J N/A				\$38,144	\$0	\$7,124		\$0	\$45,268
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Calloway, Katherine L N/A				\$58,326	\$0	\$0		\$0	\$58,326
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Calton-Evans, Michele J N/A				\$68,522	\$0	\$32		\$0	\$68,554
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Cannon, Shari A N/A				\$102,703	\$0	\$501		\$0	\$103,204
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	80 %
A B C	Carpio, David F N/A				\$29,922	\$0	\$2,573		\$4,981	\$37,476
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Carrillo, Carlos J N/A				\$98,349	\$7,800	\$9,683		\$2,500	\$118,332
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	50 %
A B C	Carrillo, Miguel J N/A				\$19,532	\$315	\$0		\$0	\$19,847
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Carrion, Marco A N/A				\$44,690	\$0	\$475		\$0	\$45,165
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Carter, Selwyn O N/A				\$99,066	\$8,404	\$11,257		\$2,576	\$121,303
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	45 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	45 %
A B C	Cary, Jerome N/A				\$48,159	\$0	\$0		\$0	\$48,159
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	60 %	Schedule 19 Administration	0 %
A B C	Casavant, Kathleen A N/A				\$26,285	\$0	\$4,142		\$0	\$30,427
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Castor, Richard R N/A				\$104,599	\$0	\$0		\$0	\$104,599
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Cavanaugh, Michael J N/A				\$114,681	\$0	\$7,181		\$14	\$121,876
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	0 %

Lobbying											
A	Charlton, Byron W										
B	N/A										
C				\$109,298		\$0		\$212		\$0	\$109,510
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Cheselka, Susan										
B	N/A										
C				\$75,261		\$0		\$886		\$0	\$76,147
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Choudhry, Rachna										
B	N/A										
C				\$44,973		\$0		\$516		\$0	\$45,489
I	Schedule 15 Representational Activities	99 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	1 %	
A	Christensen, Kevin A										
B	N/A										
C				\$11,591		\$0		\$0		\$0	\$11,591
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Clark, Edward F										
B	N/A										
C				\$54,028		\$0		\$0		\$0	\$54,028
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Clarke, Thomas P										
B	N/A										
C				\$8,170		\$0		\$3,099		\$0	\$11,269
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Clayman, Roger										
B	N/A										
C				\$59,695		\$0		\$2,139		\$3,463	\$65,297
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	75 %	
A	Cleary, Shannon N										
B	N/A										
C				\$65,693		\$0		\$0		\$0	\$65,693
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Coby, James A										
B	N/A										
C				\$78,951		\$0		\$0		\$0	\$78,951
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Cochran, Daniel H										
B	N/A										
C				\$76,915		\$0		\$0		\$0	\$76,915
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Cockerille, Kristin D										
B	N/A										
C				\$61,112		\$0		\$0		\$1,139	\$62,251
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Colangelo, Woodrow										
B	N/A										
C				\$57,187		\$79		\$3,028		\$676	\$60,970
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Cole, Regina K										
B	N/A										
C				\$97,144		\$0		\$1,278		\$0	\$98,422
I	Schedule 15 Representational Activities	18 %	Schedule 16 Political Activities and Lobbying	21 %	Schedule 17 Contributions	4 %	Schedule 18 General Overhead	25 %	Schedule 19 Administration	32 %	

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A	Cole, Walter B									
B	N/A									
C			\$71,367		\$0		\$0		\$0	\$71,367
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Cole, Yvonne G									
B	N/A									
C			\$38,036		\$0		\$0		\$0	\$38,036
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	95 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	0 %
A	Coles, Claudia									
B	N/A									
C			\$26,448		\$0		\$0		\$0	\$26,448
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Collins, Stephanie									
B	N/A						\$519		\$0	\$94,740
C			\$94,221		\$0		\$519		\$0	\$94,740
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	75 %	Schedule 19 Administration	25 %
A	Colovos, Chris J									
B	N/A						\$1,740		\$72	\$45,677
C			\$43,865		\$0		\$1,740		\$72	\$45,677
I	Schedule 15 Representational Activities	60 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	0 %
A	Connell, Tula A									
B	N/A						\$442		\$2,000	\$99,586
C			\$97,144		\$0		\$442		\$2,000	\$99,586
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	25 %	Schedule 19 Administration	30 %
A	Conner, Janet C									
B	N/A						\$7,800		\$9,775	\$111,787
C			\$89,779		\$7,800		\$9,775		\$4,433	\$111,787
I	Schedule 15 Representational Activities	60 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Connolly, Samantha									
B	N/A						\$206		\$399	\$77,289
C			\$76,684		\$0		\$206		\$399	\$77,289
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Coppess, James									
B	N/A						\$1,556		\$0	\$138,289
C			\$136,733		\$0		\$1,556		\$0	\$138,289
I	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Coppola, Gabrielle P									
B	N/A						\$246		\$0	\$19,951
C			\$19,705		\$0		\$246		\$0	\$19,951
I	Schedule 15 Representational Activities	75 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Cornwell, Jonathan W									
B	N/A						\$28,525		\$4,595	\$105,796
C			\$64,876		\$7,800		\$28,525		\$4,595	\$105,796
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Cortner, Rebecca A									
B	N/A						\$0		\$0	\$54,287
C			\$54,287		\$0		\$0		\$0	\$54,287
I	Schedule 15 Representational Activities	15 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	40 %
A	Counts, Cecelie E									
B	N/A						\$526		\$0	\$113,109
C			\$112,583		\$0		\$526		\$0	\$113,109
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %



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B C	DeSio Jr., Henry F N/A			\$52,442		\$0		\$2,366		\$0		\$54,808
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A B C	Dion, Deborah A N/A			\$63,916		\$0		\$784		\$297		\$64,997
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	0 %		
A B C	Dixon, Anissa S N/A			\$55,055		\$0		\$15		\$0		\$55,070
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %		
A B C	Drake, Elizabeth J N/A			\$39,789		\$0		\$1,071		\$0		\$40,860
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	95 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	2 %	Schedule 19 Administration	2 %		
A B C	Dratch, Gail D N/A			\$50,627		\$0		\$580		\$0		\$51,207
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A B C	Drennan, Gregory A N/A			\$63,856		\$0		\$10,166		\$779		\$74,801
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A B C	Duncan, Sr., Wilburn N/A			\$124,540		\$0		\$4,474		\$23		\$129,037
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	45 %		
A B C	Dundon, Susan N/A			\$33,452		\$0		\$0		\$0		\$33,452
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A B C	Dyer, David M N/A			\$85,452		\$0		\$0		\$0		\$85,452
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %		
A B C	Eaglin, Mikaela D N/A			\$21,003		\$0		\$884		\$0		\$21,887
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %		
A B C	Ebenreiter, Diane M N/A			\$103,182		\$27,900		\$20,613		\$27		\$151,722
I	Schedule 15 Representational Activities	1 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	99 %		
A B C	Eckstein, David A N/A			\$103,182		\$7,800		\$15,054		\$1,674		\$127,710
I	Schedule 15 Representational Activities	95 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %		
A B C	Edelson, Carol M N/A			\$80,750		\$3,250		\$5,244		\$2,150		\$91,394
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Egan, Thomas B											

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B	N/A			\$83,134	\$0	\$1,109	\$0	\$84,243	
C	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Eickert, Carol A			\$143,627	\$0	\$0	\$0	\$143,627	
B	N/A								
C	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Eilers, Jean A			\$52,624	\$315	\$90	\$0	\$53,029	
B	N/A								
C	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Esser, Eneida G			\$58,427	\$0	\$295	\$0	\$58,722	
B	N/A								
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Evans, James			\$99,806	\$0	\$1,112	\$15,930	\$116,848	
B	N/A								
C	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Fairclough, Garry A			\$14,505	\$0	\$25	\$0	\$14,530	
B	N/A								
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Farrell, Kimberly C			\$68,288	\$0	\$808	\$0	\$69,096	
B	N/A								
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	95 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Farris, Erik A			\$16,708	\$0	\$0	\$0	\$16,708	
B	N/A								
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Fayette, Catherine R			\$43,750	\$0	\$139	\$0	\$43,889	
B	N/A								
C	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Feigen, Edward M			\$101,596	\$0	\$2,662	\$11	\$104,269	
B	N/A								
C	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Feingold, Catherine L			\$25,611	\$0	\$1,855	\$0	\$27,466	
B	N/A								
C	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Felder, Sandra M			\$102,108	\$0	\$15,761	\$14,716	\$132,585	
B	N/A								
C	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	15 %
A	Feldman, Richard L			\$69,272	\$0	\$0	\$0	\$69,272	
B	N/A								
C	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	Schedule 19 Administration	0 %
A	Ferreya, Walter F			\$47,884	\$0	\$0	\$0	\$47,884	
B	N/A								

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C	N/A									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	0 %
A B C	Ferrufino, Miguel A N/A		\$35,582		\$0		\$0		\$35,582	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Ffolkes, Suzanne E N/A		\$49,786		\$0		\$553		\$50,339	
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	20 %
A B C	Finucane, Matthew H N/A		\$72,344		\$0		\$924		\$73,268	
I	Schedule 15 Representational Activities	95 %	Schedule 16 Political Activities and Lobbying	3 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	2 %
A B C	Fiordellisi, Maria N/A		\$69,450		\$0		\$492		\$69,942	
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Fishman, Phillip A N/A		\$161,620		\$0		\$4,060		\$165,680	
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	20 %
A B C	Fitzgibbons, Gabrielle P N/A		\$17,083		\$0		\$0		\$19,083	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Flynn, Rita C N/A		\$69,020		\$0		\$0		\$69,020	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Foa, Yael R N/A		\$28,310		\$377		\$1,340		\$30,794	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Ford, Steven A N/A		\$50,625		\$0		\$0		\$50,625	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Foster, Hazel N/A		\$15,256		\$0		\$0		\$15,256	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Foster, Twyila R N/A		\$34,569		\$0		\$0		\$34,569	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Fox, Robert M N/A		\$100,067		\$0		\$28		\$100,095	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	5 %
A B	Franklin, Beverly M N/A		\$79,665		\$0		\$0		\$79,665	

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C										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Frederick, Kian I N/A				\$9,726	\$0	\$1,504	\$0	\$11,230	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Freeman, Judith A N/A				\$53,537	\$0	\$392	\$0	\$53,929	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	0 %
A B C	Friedman, Sheldon N/A				\$100,113	\$0	\$697	\$0	\$100,810	
I	Schedule 15 Representational Activities	75 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Fuller, Kathy M N/A				\$52,129	\$0	\$0	\$0	\$52,129	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Gacek, Stanley A N/A				\$108,147	\$0	\$8,342	\$0	\$116,489	
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A B C	Galowin, Melissa D N/A				\$51,620	\$0	\$11	\$0	\$51,631	
I	Schedule 15 Representational Activities	67 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	15 %	Schedule 19 Administration	3 %
A B C	Garland, Karleen L N/A				\$110,589	\$0	\$1,381	\$0	\$111,970	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Garland, Michael I N/A				\$66,139	\$0	\$2,680	\$0	\$68,819	
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Gertsema, Jay F N/A				\$23,874	\$0	\$5,873	\$0	\$29,747	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Gibson, Brett M N/A				\$29,988	\$0	\$212	\$0	\$30,200	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Gilchrist, Joseph L N/A				\$46,985	\$0	\$0	\$0	\$46,985	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Gillham, Crystal D N/A				\$15,107	\$0	\$0	\$0	\$15,107	
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A B C	Gilliam, Arleen N/A				\$76,988	\$0	\$467	\$0	\$77,455	

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I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	2 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	53 %	Schedule 19 Administration	45 %
A B C	Gold, Laurence E N/A				\$68,367	\$0	\$511	\$0	\$68,878	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	5 %
A B C	Gomez, Susanna N/A				\$56,090	\$0	\$412	\$0	\$56,502	
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Gonzales, Helen C N/A				\$22,932	\$0	\$0	\$0	\$22,932	
I	Schedule 15 Representational Activities	98 %	Schedule 16 Political Activities and Lobbying	1 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	1 %
A B C	Goodman, Keith K N/A				\$37,521	\$0	\$0	\$0	\$37,521	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Gordon, Paul N/A				\$91,518	\$0	\$0	\$0	\$91,518	
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Gorman, Robert N/A				\$64,109	\$1,300	\$1,298	\$919	\$67,626	
I	Schedule 15 Representational Activities	35 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	35 %
A B C	Graham, Dennis D N/A				\$100,260	\$0	\$0	\$0	\$100,260	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Grain, Richard E N/A				\$30,040	\$1,300	\$0	\$385	\$31,725	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Granville, Suzanne E N/A				\$148,316	\$0	\$0	\$0	\$148,316	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Graves, Mitchell N/A				\$34,606	\$0	\$0	\$0	\$34,606	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Gray, Timothy B N/A				\$112,725	\$0	\$592	\$0	\$113,317	
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Green, Arlee C N/A				\$55,962	\$0	\$0	\$0	\$55,962	
I	Schedule 15 Representational Activities	40 %	Schedule 16 Political Activities and Lobbying	45 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A B C	Green, Kelly A N/A				\$10,365	\$0	\$0	\$0	\$10,365	

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	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Greenfield, Deborah N/A			\$136,733		\$0	\$2,325		\$70	\$139,128
I	Schedule 15 Representational Activities	2 %	Schedule 16 Political Activities and Lobbying	7 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	1 %	Schedule 19 Administration	90 %
A B C	Greenhow, Monika N/A			\$85,369		\$0	\$0		\$0	\$85,369
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	25 %	Schedule 19 Administration	5 %
A B C	Gregory, David J N/A			\$99,549		\$7,800	\$35,301		\$1,628	\$144,278
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Grossinger, Ken N/A			\$64,349		\$0	\$137		\$0	\$64,486
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Gunter, William L N/A			\$53,626		\$0	\$544		\$0	\$54,170
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Haggerty, Eileen M N/A			\$52,006		\$1,322	\$20		\$0	\$53,348
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Hall, Lanita G N/A			\$54,366		\$0	\$1,417		\$0	\$55,783
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Hall, Linda N/A			\$84,504		\$0	\$1,558		\$0	\$86,062
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	45 %
A B C	Hall, Michael D N/A			\$91,184		\$0	\$304		\$0	\$91,488
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	65 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A B C	Hall, Richard M N/A			\$49,685		\$0	\$613		\$129	\$50,427
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Hammett, Tamra S N/A			\$81,319		\$0	\$1,500		\$0	\$82,819
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	40 %
A B C	Harrell, Jr., Mack A N/A			\$54,380		\$0	\$0		\$0	\$54,380
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Harriott, Maureen D N/A			\$46,990		\$0	\$0		\$299	\$47,289

Schedule 16

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	Schedule 15 Representational Activities	50 %	Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	10 %
A B C	Harris, Lorie L N/A				\$68,298	\$0	\$894		\$0	\$69,192
	Schedule 15 Representational Activities	19 %	Schedule 16 Political Activities and Lobbying	18 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	53 %
A B C	Harris, Michael N N/A				\$81,293	\$0	\$75		\$0	\$81,368
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Hayashi, Clyde T N/A				\$97,255	\$3,900	\$6,170		\$2,115	\$109,440
	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A B C	Heath, Tiffany L N/A				\$28,515	\$0	\$140		\$0	\$28,655
	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Henry, John T N/A				\$45,995	\$0	\$0		\$0	\$45,995
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Hiatt, Jonathan P N/A				\$165,031	\$0	\$14,410		\$31	\$179,472
	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	40 %
A B C	Hill, Norman S N/A				\$21,618	\$0	\$3,877		\$0	\$25,495
	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Hinton, Carol D N/A				\$63,381	\$0	\$403		\$0	\$63,784
	Schedule 15 Representational Activities	35 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	5 %
A B C	Holland, Joseph L N/A				\$99,806	\$0	\$36,727		\$14,045	\$150,578
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	95 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A B C	Holmes, Judith R N/A				\$54,486	\$0	\$0		\$1,782	\$56,268
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	30 %
A B C	Holton, Beverly P N/A				\$53,969	\$0	\$572		\$0	\$54,541
	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	10 %
A B C	Horsham, Ruby F N/A				\$58,969	\$0	\$0		\$0	\$58,969
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Howard, Cynthia N/A				\$51,080	\$0	\$277		\$0	\$51,357
	Schedule 15		Schedule 16		Schedule 17		Schedule 18		Schedule 19	

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I	Representational Activities	0 %	Political Activities and Lobbying	0 %	Contributions	0 %	General Overhead	100 %	Administration	0 %
A B C	Howard, Elizabeth H N/A			\$29,095	\$0	\$0	\$0	\$0	\$29,095	
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Howell, Cathy A N/A			\$120,335	\$1,300	\$25,178	\$9,000	\$155,813		
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Hoyos, Lisa N/A			\$85,479	\$7,800	\$5,406	\$755	\$99,440		
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	0 %
A B C	Huang, Christopher K N/A			\$11,317	\$0	\$0	\$458	\$11,775		
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Hubbard, Bessie M N/A			\$51,494	\$0	\$0	\$0	\$51,494		
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Hughes, Lucrecia N/A			\$43,930	\$0	\$0	\$0	\$43,930		
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Hyde, Jimmy C N/A			\$99,246	\$7,800	\$15,946	\$1,309	\$124,301		
I	Schedule 15 Representational Activities	60 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Hylton, Darryl E N/A			\$24,181	\$0	\$0	\$0	\$24,181		
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	20 %
A B C	Hyman, Laura B N/A			\$29,522	\$1,195	\$224	\$0	\$30,941		
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Hyman, Ross A N/A			\$58,997	\$0	\$0	\$0	\$58,997		
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Iannucci, Amy A N/A			\$56,609	\$0	\$658	\$0	\$57,267		
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	40 %	Schedule 19 Administration	50 %
A B C	Isles-Hassan, Mary Ann N/A			\$40,104	\$0	\$0	\$0	\$40,104		
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Itz, Norma M N/A			\$79,468	\$0	\$1,555	\$61	\$81,084		
I	Schedule 15	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17	0 %	Schedule 18	100 %	Schedule 19	0 %

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	Representational Activities		Lobbying		Contributions		General Overhead		Administration	
A B C	Jablonski, Donna M N/A				\$114,681	\$0	\$785		\$0	\$115,466
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	20 %
A B C	Jackson, Jacqueline J N/A				\$48,985	\$0	\$0		\$388	\$49,373
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Jansen, George J N/A				\$100,260	\$0	\$601		\$0	\$100,861
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	0 %
A B C	Jefferson, Gregory L N/A				\$101,693	\$0	\$273		\$0	\$101,966
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Johnson, Johnny R N/A				\$34,483	\$0	\$0		\$0	\$34,483
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A B C	Johnson, Joyce A N/A				\$52,129	\$0	\$0		\$0	\$52,129
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Johnson, Kenny N/A				\$108,835	\$7,800	\$11,555		\$1,860	\$130,050
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	40 %
A B C	Judd, Jason C N/A				\$88,330	\$0	\$3,732		\$0	\$92,062
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A B C	Judd, Ron G N/A				\$72,845	\$3,900	\$3,604		\$1,577	\$81,926
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	20 %
A B C	Jurczak, Joseph N/A				\$117,415	\$0	\$20,271		\$0	\$137,686
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	50 %
A B C	Justice, Dwight W N/A				\$23,001	\$0	\$851		\$0	\$23,852
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	10 %
A B C	Justus, Deborah L N/A				\$76,089	\$0	\$0		\$0	\$76,089
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	40 %	Schedule 19 Administration	60 %
A B C	Kanner, Rebecca N/A				\$56,915	\$0	\$0		\$0	\$56,915
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %

		Lobbying									
A	Keicher, David J										
B	N/A			\$92,997	\$0	\$20,599		\$15,960		\$129,556	
C											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	55 %	
A	Keightley, Antoinete										
B	N/A			\$60,953	\$0	\$468		\$0		\$61,421	
C											
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %	
A	Kekeris, Joseph M										
B	N/A			\$72,400	\$0	\$0		\$0		\$72,400	
C											
I	Schedule 15 Representational Activities	9 %	Schedule 16 Political Activities and Lobbying	13 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	56 %	Schedule 19 Administration	17 %	
A	Kelleher, Shaun P										
B	N/A			\$23,729	\$0	\$0		\$0		\$23,729	
C											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Kelly, Ann M										
B	N/A			\$101,596	\$0	\$3,304		\$16,728		\$121,628	
C											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	0 %	
A	Kenngott, Christine R										
B	N/A			\$97,144	\$0	\$1,437		\$0		\$98,581	
C											
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	45 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	0 %	
A	Kenyon, John G										
B	N/A			\$22,980	\$0	\$182		\$0		\$23,162	
C											
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Khan, Nadeem A										
B	N/A			\$94,150	\$0	\$117		\$0		\$94,267	
C											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	0 %	
A	Kheav, Vanna Ouk										
B	N/A			\$61,503	\$0	\$0		\$0		\$61,503	
C											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Kiser, John R										
B	N/A			\$100,113	\$0	\$15,720		\$14,633		\$130,466	
C											
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %	
A	Kittredge, Elisabeth M										
B	N/A			\$32,958	\$0	\$0		\$0		\$32,958	
C											
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Klein, Michael L										
B	N/A			\$102,285	\$7,800	\$12,725		\$2,628		\$125,438	
C											
I	Schedule 15 Representational Activities	2 %	Schedule 16 Political Activities and Lobbying	81 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	2 %	Schedule 19 Administration	15 %	
A	Knipper, Anne C										
B	N/A			\$101,596	\$0	\$150		\$0		\$101,746	
C											
I	Schedule 15 Representational Activities	60 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %	

DOL Form Report (Disclosure)

A	Kojola, William H										
B	N/A										
C			\$101,539			\$0	\$3,855		\$0		\$105,394
I	Schedule 15 Representational Activities	98 %	Schedule 16 Political Activities and Lobbying	2 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Komar, Jacqueline M										
B	N/A										
C			\$51,089			\$0	\$279		\$0		\$51,368
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Konefal, Kirsten P										
B	N/A										
C			\$38,663			\$315	\$0		\$0		\$38,978
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Krawczyk, Joyce N										
B	N/A										
C			\$21,821			\$377	\$720		\$143		\$23,061
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Krissel, Paul D										
B	N/A										
C			\$89,778			\$3,900	\$7,544		\$6,878		\$108,100
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	50 %	
A	La Luz, Jose A										
B	N/A										
C			\$22,030			\$0	\$12,247		\$75		\$34,352
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Lalvani, Raj										
B	N/A										
C			\$51,118			\$0	\$0		\$0		\$51,118
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Lampkin, Amy E										
B	N/A										
C			\$76,915			\$0	\$1,201		\$0		\$78,116
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Laplant, Sue S										
B	N/A										
C			\$100,260			\$0	\$0		\$0		\$100,260
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Lapp, Paula S										
B	N/A										
C			\$52,129			\$0	\$0		\$0		\$52,129
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Laroque, Jeannette H										
B	N/A										
C			\$60,200			\$0	\$1,019		\$0		\$61,219
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	20 %	
A	Lawton, Kathleen E										
B	N/A										
C			\$12,832			\$0	\$0		\$0		\$12,832
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	35 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	40 %	Schedule 19 Administration	5 %	
A	Ledbetter, Sue A										
B	N/A										
C			\$86,482			\$7,800	\$14,812		\$6,287		\$115,381
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	

DOL Form Report (Disclosure)

A	Lee, Sze-Yan									
B	N/A									
C				\$31,825		\$0		\$0		\$0
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Lee, Thea M									
B	N/A									
C				\$108,835		\$0		\$4,329		\$0
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	10 %
A	Lemmon, Paul H									
B	N/A									
C				\$94,221		\$0		\$34,776		\$21,680
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	50 %
A	Lenk, Nancy C									
B	N/A									
C				\$18,577		\$0		\$3,586		\$52
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Lescault, Michael T									
B	N/A									
C				\$106,516		\$0		\$0		\$0
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Levi, Geron S									
B	N/A									
C				\$108,835		\$0		\$2,534		\$26
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Levie, Elizabeth									
B	N/A									
C				\$93,022		\$1,950		\$21,198		\$15,778
I	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Levin, Andrew S									
B	N/A									
C				\$108,835		\$0		\$6,293		\$86
I	Schedule 15 Representational Activities	75 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Levine-Sabol, Marisa K									
B	N/A									
C				\$45,551		\$0		\$13,977		\$400
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Lewis, Cheryl A									
B	N/A									
C				\$34,251		\$0		\$0		\$0
I	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	0 %
A	Lien, Chanh									
B	N/A									
C				\$99,785		\$0		\$852		\$1,090
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	25 %	Schedule 19 Administration	5 %
A	Lleras, Patricia A									
B	N/A									
C				\$83,542		\$0		\$2,898		\$0
I	Schedule 15 Representational Activities	35 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	25 %
A	Lo, Minwen									
B	N/A									
C				\$103,331		\$0		\$0		\$0
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	0 %
A										



DOL Form Report (Disclosure)

B	N/A			\$74,785		\$7,800		\$3,694		\$1,752		\$88,031
C	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Marston, Christopher A			\$101,596		\$7,800		\$12,890		\$3,794		\$126,080
B	N/A											
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	85 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %		
A	Martin, Amy D			\$16,373		\$0		\$204		\$0		\$16,577
B	N/A											
C	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	0 %		
A	Martinez, Domingo			\$20,288		\$0		\$0		\$0		\$20,288
B	N/A											
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Masciola, Amy L			\$21,386		\$0		\$391		\$0		\$21,777
B	N/A											
C	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Masciola, Robert J			\$100,067		\$0		\$7,307		\$0		\$107,374
B	N/A											
C	Schedule 15 Representational Activities	82 %	Schedule 16 Political Activities and Lobbying	3 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	10 %		
A	Mason, George W			\$69,073		\$0		\$602		\$0		\$69,675
B	N/A											
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %		
A	Maynard, Mary L			\$89,728		\$0		\$20,343		\$285		\$110,356
B	N/A											
C	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	McCormick, Melodee G			\$35,618		\$0		\$0		\$0		\$35,618
B	N/A											
C	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	35 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	25 %	Schedule 19 Administration	30 %		
A	McDonald-Pines, Jane M			\$95,655		\$0		\$2,162		\$0		\$97,817
B	N/A											
C	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	95 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	McGarrah, Robert E			\$105,940		\$0		\$1,486		\$0		\$107,426
B	N/A											
C	Schedule 15 Representational Activities	68 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	2 %		
A	McKenzie, Fred E			\$54,592		\$2,350		\$32,255		\$2,147		\$91,344
B	N/A											
C	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
TOTALS RECEIVED BY EMPLOYEES MAKING LESS THAN \$10000				\$477,302		\$0		\$32,118		\$45		\$509,465
I	Schedule 15 Representational Activities	81 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	2 %	Schedule 19 Administration	2 %		
Total Employee Disbursements				\$33,921,950		\$352,646		\$1,674,342		\$514,629		\$36,463,567
Less Deductions												\$13,182,095
Net Disbursements												\$23,281,472

SCHEDULE 13 - MEMBERSHIP STATUS

FILE NUMBER: 000-106

Category of Membership (A)	Number (B)	Voting Eligibility (C)
MEMBERS-AFFIL NATL AND INTL UNIONS (ITEM 69)	8,637,542	Yes
MEMBERS-DIRECTLY AFFIL LOCAL UNIONS (ITEM 69)	139	Yes
ASSOC MEMBERS-DIRECTLY AFFIL LCL UNION (ITEM 69)	1,237,553	No
<b>Members</b> (Total of all lines above)	9,875,234	
Agency Fee Payers*		
Total Members/Fee Payers	9,875,234	

\*Agency Fee Payers are not considered members of the labor organization.

DETAILED SUMMARY PAGE - SCHEDULES 14 THROUGH 19

FILE NUMBER: 000-106

SCHEDULE 14 OTHER RECEIPTS	
1. Named Payer Itemized Receipts	\$31,358,746
2. Named Payer Non-itemized Receipts	\$614,117
3. All Other Receipts	\$521,202
4. Total Receipts	\$32,494,065

SCHEDULE 17 CONTRIBUTIONS, GIFTS & GRANTS	
1. Named Payee Itemized Disbursements	\$1,165,500
2. Named Payee Non-itemized Disbursements	\$48,401
3. To Officers	\$45,151
4. To Employees	\$407,633
5. All Other Disbursements	\$103,197
6. Total Disbursements	\$1,769,882

SCHEDULE 15 REPRESENTATIONAL ACTIVITIES	
1. Named Payee Itemized Disbursements	\$18,459,227
2. Named Payee Non-itemized Disbursements	\$800,114
3. To Officers	\$340,994
4. To Employees	\$11,399,576
5. All Other Disbursements	\$450,890
6. Total Disbursements	\$31,450,801

SCHEDULE 18 GENERAL OVERHEAD	
1. Named Payee Itemized Disbursements	\$8,582,296
2. Named Payee Non-itemized Disbursements	\$2,497,951
3. To Officers	\$78,237
4. To Employees	\$8,939,538
5. All Other Disbursements	\$687,362
6. Total Disbursements	\$20,785,384

SCHEDULE 16 POLITICAL ACTIVITIES AND LOBBYING	
1. Named Payee Itemized Disbursements	\$16,658,516
2. Named Payee Non-itemized Disbursements	\$735,154
3. To Officers	\$167,843
4. To Employees	\$11,717,225
5. All Other Disbursements	\$306,923
6. Total Disbursements	\$29,585,661

SCHEDULE 19 UNION ADMINISTRATION	
1. Named Payee Itemized Disbursements	\$4,352,095
2. Named Payee Non-itemized Disbursements	\$444,576
3. To Officers	\$184,595
4. To Employees	\$3,999,595
5. All Other Disbursements	\$260,283
6. Total Disbursements	\$9,241,144

SCHEDULE 14 - OTHER RECEIPTS

FILE NUMBER: 000-106

Name and Address (A)	Purpose (C)	Date (D)	Amount (E)	
A. PHILIP RANDOLPH INST. - MS  1572 LOWERY LANE JACKSON MS 39209	REFUND OF MS GOTV CAMPAIGN	06/22/2006	\$9,395	
	Total Itemized Transactions with this Payee/Payer		\$9,395	
	Total Non-Itemized Transactions with this Payee/Payer		\$0	
	Total of All Transactions with this Payee/Payer for This Schedule		\$9,395	
	Type or Classification (B)			
Allied Organization				
AFL-CIO EMPLOYEE FEDERAL CREDIT UNION  1750 NEW YORK AVE., NW WASHINGTON DC 20006	REIMB FOR INFO TECH DEPT SUPPORT SVCS	06/15/2006	\$5,400	
	Total Itemized Transactions with this Payee/Payer		\$5,400	
	Total Non-Itemized Transactions with this Payee/Payer		\$37,067	
	Total of All Transactions with this Payee/Payer for This Schedule		\$42,467	
	Type or Classification (B)			
Financial Institution				
AFL-CIO STAFF RETIREMENT  WASHINGTON DC 00000	SAL & FRINGE REIMB	08/23/2005	\$69,429	
	SAL & FRINGE REIMB	08/23/2005	\$64,408	
	REIMB OF LEGAL COUNSEL SVCS	09/28/2005	\$12,386	
	SAL & FRINGE REIMB	09/30/2005	\$85,049	
	SAL & FRINGE REIMB	02/17/2006	\$85,258	
	SAL & FRINGE REIMB	04/13/2006	\$54,512	
	REIMB OF LEGAL COUNSEL SERVICES	05/12/2006	\$7,479	
	REIMB OF LEGAL COUNSEL SERVICES	05/12/2006	\$7,238	
	Type or Classification (B)			
	Trust			

**United States Court of Appeals**  
**FOR THE DISTRICT OF COLUMBIA CIRCUIT**

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Argued January 17, 2006

Decided August 1, 2006

No. 05-1060

POINT PARK UNIVERSITY,  
PETITIONER

v.

NATIONAL LABOR RELATIONS BOARD,  
RESPONDENT

NEWSPAPER GUILD OF PITTSBURGH/COMMUNICATIONS  
WORKERS OF AMERICA, LOCAL 38061,  
INTERVENOR

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Consolidated with  
05-1081

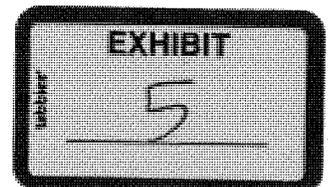
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On Petition for Review and  
Cross-Application for Enforcement  
of an Order of the National Labor Relations Board

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*Arnold E. Perl* argued the cause and filed the briefs for petitioner.

*Edward A. Brill* argued the cause for *amici curiae* American Council on Education, et al. in support of petitioner. With him



on the brief was *Lawrence Lorber*.

*Daniel A. Blitz*, Attorney, National Labor Relations Board, argued the cause for respondent. With him on the brief were *Arthur F. Rosenfeld*, Acting General Counsel at the time the brief was filed, *John H. Ferguson*, Assistant General Counsel, *Alleen A. Armstrong*, Deputy Associate General Counsel, and *Meredith L. Jason*, Supervisory Attorney.

*James B. Coppess* argued the cause for intervenor. With him on the brief was *Joseph J. Pass*.

Before: SENTELLE, RANDOLPH and GRIFFITH, *Circuit Judges*.

Opinion for the Court filed by *Circuit Judge GRIFFITH*.

GRIFFITH, *Circuit Judge*: In *NLRB v. Yeshiva University*, 444 U.S. 672 (1980), the Supreme Court first determined that faculty at colleges and universities may be managerial employees exempt from the protection of the National Labor Relations Act ("NLRA" or the "Act"), 29 U.S.C. § 151 *et seq.* Since *Yeshiva*, the battle lines over organizing unions among faculty have been drawn with predictable arguments. College and university administrations typically argue that their faculties' involvement in academic affairs is extensive and managerial. Unions argue it is limited and circumscribed. And so it is here. Petitioner Point Park University (the "University" or "Point Park") argues that the Act bars its faculty from organizing a bargaining unit because they are managers. The union argues they are not. *Yeshiva* and our explanation of its application in *LeMoyne-Owen College v. NLRB*, 357 F.3d 55 (D.C. Cir. 2004), provide the National Labor Relations Board ("NLRB" or the "Board") guidance how to resolve this type of dispute. Because neither the Regional Director nor the Board

followed that guidance and thus failed to adequately explain why the faculty's role at the University is not managerial, we grant the University's petition for review, deny without prejudice the Board's cross-application for enforcement, and remand this case for further proceedings consistent with this opinion so that the Board can provide such an explanation or reconsider its conclusion.

#### I.

Point Park University, located in Pittsburgh, Pennsylvania, has 3,200 students, 80 full-time faculty, and 560 employees. Founded in 1960 as Point Park College, it was chartered as a university in 2003 and renamed to reflect its new status. Students at the University pursue bachelors degrees in fifty majors and seven masters degrees through four schools: Arts and Sciences, Business, the Conservatory of Performing Arts, and the Adult and Professional Studies Program. Point Park's authority structure consists of a board of trustees, a president who also serves as a member of that board, a vice president of academic affairs who also serves as dean of the faculty, an associate vice president of academic affairs, deans of the four schools, department chairs, program directors, and the faculty.

In 2003, the Newspaper Guild of Pittsburgh/Communications Workers of America, Local 38061, AFL-CIO (the "Union") filed a petition with the Board seeking to represent a bargaining unit of all full-time faculty at Point Park. The University contested the petition, arguing that all its full-time faculty members were managerial employees and that some of the full-time faculty were supervisors,<sup>1</sup> both barred by the Act

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<sup>1</sup> Those included: (1) Robert O'Gara, Frederick Johnson, Martin Greenberg, and Walter Zalot, who were program directors; (2) the unfilled position of Director of the MBA program; (3) Robin

from organizing a union. The Regional Director of Region Six of the NLRB convened nineteen days of hearings between November 12, 2003 and January 16, 2004 to consider the Union's petition. The Regional Director concluded that the full-time faculty were eligible for union representation and that the University had failed to prove, under *Yeshiva*, that the faculty "exercise such plenary, absolute or effective authority or control to warrant their exclusion from the protection of the Act as managerial employees." The Regional Director also found that some faculty members were supervisors and thus barred by the Act from joining a union, while others were not.<sup>2</sup>

The University filed with the Board a timely request for review of the Regional Director's decision, *see* 29 C.F.R. § 102.67, arguing that the decision departed from established Board precedent and was clearly erroneous with respect to a number of facts not at issue here. The Board denied Point Park's request for review. After an election, the Union was certified as the exclusive collective bargaining representative. The University refused to recognize or bargain with the Union, and the Union filed an unfair labor practice charge in response. The Board's General Counsel issued a complaint against the

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Walsh, Head of Graduate Studies; and (4) William Moushey, Executive Director of the Innocence Institute.

<sup>2</sup>The Regional Director found that "Robert O'Gara, Frederick Johnson, Walter Zalot and the Director of the MBA program are supervisors within the meaning of the Act" and not allowed to organize, but was "unable to determine on the record before [him] whether [Martin] Greenberg, a recently hired program director . . . possesses any managerial authority" and thus permitted "Greenberg to vote subject to challenge in the election." The Regional Director concluded that neither Robin Walsh nor William Moushey were supervisors or managerial employees. Petitioners do not dispute these findings and conclusions.

University, alleging that it had violated Sections 8(a)(1) and (5) of the Act, 29 U.S.C. § 158(a)(1), (5),<sup>3</sup> by “fail[ing] and refus[ing] to recognize and bargain with the Union.” In defense of its conduct, Point Park challenged the Board’s decision to certify the Union and asked the Board to reopen the record to consider additional, newly discovered evidence. The Board granted the General Counsel’s motion for summary judgment, ordered Point Park to bargain with the Union, and refused to reopen the record.

Point Park filed a timely petition for review with this Court, and the Board filed a cross-application for enforcement of the Board’s order. Point Park’s petition brings “the entire NLRB proceeding—including the Regional Director’s underlying decision to certify the full-time faculty as a bargaining unit—before this court for review.” *LeMoyné-Owen*, 357 F.3d at 60 (citing *Boire v. Greyhound Corp.*, 376 U.S. 473, 477 (1964)).

## II.

The gravamen of Point Park’s petition is that the Board erred in determining that the University’s full-time faculty are not managerial employees under the Act and are thus entitled to form a union. We conclude that we are unable to review adequately the Board’s decision because the Regional Director failed to follow our guidance in *LeMoyné-Owen* that he explain which factors he found “significant and which less so, and why” in determining, pursuant to *Yeshiva*, that Point Park’s full-time

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<sup>3</sup> Section 158(a) of Title 29, United States Code, provides that “[i]t shall be an unfair labor practice for an employer—(1) to interfere with, restrain, or coerce employees in the exercise of the rights guaranteed in [the Act]; [or] . . . (5) to refuse to bargain collectively with the representatives of his employees.” 29 U.S.C. § 158(a).

faculty were not managerial employees. *See* 357 F.3d at 61.

A.

The Supreme Court set off a seismic shift in the law of labor relations in American higher education when it held in *Yeshiva* that, in some circumstances, faculty members, who for many years the Board had thought were protected by the National Labor Relations Act, might instead be barred by the Act from organizing a union.<sup>4</sup> The proper analysis, the Court held, turns on the type of control faculty exercise over academic affairs at an institution. A brief explanation of the history of the sometimes expanding, sometimes contracting protections of the Act by Congress and the Supreme Court will help explain why the correct application of *Yeshiva's* analysis is so important to the proper resolution of this case.

As enacted in 1935, the National Labor Relations Act broadly authorized "any employee," excluding agricultural laborers and domestic servants, to organize a union. *See* National Labor Relations Act of 1935, Pub. L. No. 74-198, § 2(3), 49 Stat. 449, 450. The Supreme Court held that under this expansive language even supervisors enjoyed the protection of the Act. *Packard Motor Car Co. v. NLRB*, 330 U.S. 485, 489-90 (1947) ("we see no basis in this Act whatever for holding that foremen are forbidden the protection of the Act when they take collective action to protect their collective interests"). In quick response to the Supreme Court, Congress removed supervisors from the Act's protection, *see* Labor Management Relations (Taft-Hartley) Act of 1947, ch. 120, sec. 101, § 2(3), 61 Stat. 136, 137-38 (codified as amended at 29 U.S.C. § 152(3)) ("the term 'employee' . . . shall not include . . .

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<sup>4</sup> *See* Marina Angel, *Professionals and Unionization*, 66 MINN. L. REV. 383, 447-455 (1982).

any individual employed as a supervisor"), but also explicitly included professional employees within the Act's reach, *see id.* §§ 2(12) (codified as amended at 29 U.S.C. § 152(12)), 9(b)(1) (codified as amended at 29 U.S.C. § 159(b)(1)) (authorizing professional employees to unionize where "a majority of such professional employees vote for inclusion in such unit"). From the time the Board first asserted jurisdiction over a university's faculty in 1971 until the Supreme Court decided *Yeshiva* in 1980, the Board considered faculty members at institutions of higher learning "professional employees" whose union activities were protected by the Act. *See C.W. Post Ctr. of Long Island Univ.*, 189 N.L.R.B. 904, 905 (1971).

In 1974, the Supreme Court recognized another exception to the Act when it held in *NLRB v. Bell Aerospace Co.* that "Congress intended to exclude from the protections of the Act all employees properly classified as 'managerial.'" 416 U.S. 267, 275 (1974). Although the Act did not contain an express statutory exclusion for management employees like what Congress had provided for supervisors, the Court reasoned that they were "regarded as so clearly outside the Act" by the Congress that first created the Act "that no specific exclusionary provision was thought necessary." *Id.* at 283. Managerial employees, who cannot form or join a union, were those who "formulate and effectuate management policies by expressing and making operative the decisions of their employer." *Id.* at 288 (quotation marks omitted). The key inquiry, the Court later explained, was whether employees were "aligned with management." *Yeshiva*, 444 U.S. at 683 (citing *Bell Aerospace*, 416 U.S. at 286-87).

Since *Bell Aerospace*, the Board's determinations in cases involving union petitions to organize have often turned on the distinction between professional employees, who may unionize,

and managerial employees, who may not.<sup>5</sup> Making that distinction requires the Board to conduct a fact-intensive inquiry into the specific responsibilities of employees. See *Salinas Newspapers*, 279 N.L.R.B. 1007, 1010 (1986) (“[t]he Supreme Court and the Board, in determining managerial status, weigh the facts elicited to determine whether or not the persons at issue are involved in the formulation, determination and effectuation of management policies”) (quoting *Simplex Indus., Inc.*, 243 N.L.R.B. 111, 111 (1979)); *Curtis Noll Corp.*, 218 N.L.R.B. 1447, 1448 (1975) (“Whether or not a person is ‘managerial’ is to be determined on a case-by-case basis after close examination of the duties performed by the person in question while occupying a position alleged to be ‘managerial.’”).

Even after *Bell Aerospace*, the Board continued to find that full-time faculty at colleges and universities were professional, not managerial, employees. See, e.g., *Goddard College*, 234 N.L.R.B. 1111, 1113 (1978) (“the discretion exercised by core faculty members, both individually and collectively, regarding such matters as student recruitment and admissions, completion of degree requirements, and curriculum, clearly is indicative of professional, rather than managerial status”); *Ne. Univ.*, 218 N.L.R.B. 247, 257 (1975) (“The existence of . . . ‘shared

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<sup>5</sup> See, e.g., *Neighborhood Legal Servs., Inc.*, 236 N.L.R.B. 1269, 1273 (1978) (“professional employees plainly are not the same as management employees either by definition or in authority, and managerial authority is not vested in professional employees merely by virtue of their professional status, or because work performed in that status may have a bearing on company direction”); *Case Corp.*, 304 N.L.R.B. 939, 948 (1991) (“technical and professional employees plainly are not the same as managerial employees either by definition or in authority”); *General Dynamic Corp.*, 213 N.L.R.B. 851, 857 (1974) (distinguishing professional employees from managerial employees who occupy “executive-type positions [and] are closely aligned with management as true representatives of management”).

authority' may well indicate that faculty members are 'professionals,' but it does not necessarily make them 'managerial.'").

As long as faculty were understood to be professional employees, which they clearly are, and not also managerial employees under *Bell Aerospace*, the task of the Board was relatively straightforward. *See id.* That all changed with *Yeshiva*, when the Supreme Court applied the definition of managerial employee in *Bell Aerospace* to faculty at a college or university and held for the first time that some faculty members, even though they are professional employees, may also be "managerial employees," barred by the Act from union activities. 444 U.S. at 691.

*Yeshiva* imposed significant demands upon the Board in determining whether faculty members are "managerial employees," holding that this mixed question of fact and law cannot be determined "on the basis of conclusory rationales rather than examination of the facts of each case." *Id.* In other words, context is everything. Every academic institution is different, and in determining whether a particular institution's faculty are "managerial employees" excluded from the Act or "professional employees" included in the Act, the Board must perform an exacting analysis of the particular institution and faculty at issue. That analysis must look beyond self-serving descriptions of the role of faculty or the administration of a university. In *Yeshiva*, the Court looked repeatedly to the actual role of the faculty in the academic affairs of the university.<sup>6</sup> The

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<sup>6</sup> *See id.* at 676 ("Through these meetings and committees, the faculty at each school *effectively* determine its curriculum, grading system, admission and matriculation standards, academic calendars, and course schedules.") (emphasis added); *id.* at 686 ("They *effectively* decide which students will be admitted, retained, and graduated.")

key inquiry is "how a faculty is structured and *operates*." *Id.* at 690 n.31 (emphasis added). The Board's task under *Yeshiva* is made more difficult by the fact, frankly acknowledged by the Court in *Yeshiva*, that the Act is not easily applied to labor relations in the university setting:

The Act was intended to accommodate the type of management-employee relations that prevail in the pyramidal hierarchies of private industry. In contrast, authority in the typical mature private university is divided between a central administration and one or more collegial bodies. . . . Although faculties have been subject to external control in the United States since colonial times, traditions of collegiality continue to play a significant role at many universities, including *Yeshiva*. For these reasons, the Board has recognized that principles developed for use in the industrial setting cannot be imposed blindly on the academic world.

*Id.* at 680-81 (internal citations, quotation marks, and footnote omitted). Thus, the Board must determine whether the faculty in question so controls the academic affairs of the school that their interests are aligned with those of the university or whether they occupy a role more like that of the professional employee in the "pyramidal hierarchies of private industries." *See id.* That is by its very nature a fact-bound inquiry.

The Court also noted that the core professional activities of faculty that are common at most colleges and universities—"determin[ing] the content of *their own* courses,

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(emphasis added); *id.* at 691 ("[T]he faculty of *Yeshiva University*, in effect, substantially and pervasively operat[e] the enterprise.") (citation omitted, quotation marks omitted, and emphasis added).

evaluat[ing] *their own* students, and supervis[ing] *their own* research”—are not enough, by themselves, to remove faculty from the protection of the Act. *Id.* at 690 n.31 (emphasis added). The Court determined, however, that the faculty at Yeshiva University were involved in activities far beyond the core professional activities of a typical faculty—activities that fit the *Bell Aerospace* definition of “managerial employees.” As the Court explained:

The controlling consideration in this case is that the faculty of Yeshiva University exercise authority which in any other context unquestionably would be managerial. Their authority in academic matters is absolute. They decide what courses will be offered, when they will be scheduled, and to whom they will be taught. They debate and determine teaching methods, grading policies, and matriculation standards. They effectively decide which students will be admitted, retained, and graduated. On occasion their views have determined the size of the student body, the tuition to be charged, and the location of a school.

*Id.* at 686. This is the heart of the Court’s decision in *Yeshiva*. The faculty’s “authority” in the “academic matters” mentioned—the *Yeshiva* factors—has become the template for Board analysis of whether faculty are managerial employees. Specifically, the Board must consider the degree of faculty control over academic matters such as curriculum, course schedules, teaching methods, grading policies, matriculation standards, admission standards, size of the student body, tuition to be charged, and location of the school. *See, e.g., Duquesne Univ.*, 261 N.L.R.B. 587, 589 (1982); *Loretto Heights College*, 264 N.L.R.B. 1107, 1119 (1982).

Like Point Park University, LeMoyné-Owen College sought

review of a Board decision that its faculty were not managerial employees and were thus entitled under the Act to organize a union. See *LeMoyné-Owen*, 357 F.3d at 61. The College had argued to the Regional Director and the Board that its faculty were indistinguishable from faculty the Board had held to be managerial employees in previous cases. In ruling against the College, neither the Regional Director nor the Board discussed these precedents.

We found such silence insufficient and remanded the case for the Board to provide a more fulsome explanation of its decision. Although an "agency is by no means required to distinguish every precedent cited to it by an aggrieved party," *id.* at 60, we held that where "a party makes a significant showing that analogous cases have been decided differently, the agency must do more than simply ignore that argument," *id.* at 61. We then stressed the need for a clear explanation by the Board when applying *Yeshiva's* multi-factor test: ✓

The 'open-ended rough-and-tumble of factors' on which *Yeshiva* launched the Board and higher education can lead to predictability and intelligibility only to the extent the Board explains, in applying the test to varied fact situations, *which factors are significant and which less so, and why*. . . . In the absence of an explanation, the 'totality of the circumstances' can become simply a cloak for agency whim—or worse. . . . [The Board] may have an adequate explanation for the result it reached [but] we cannot . . . assume that such an explanation exists until we see it.

*Id.* (citation omitted and emphasis added). That is where we find fault with the Board's analysis here.

## B.

Because Congress has delegated to the Board responsibility for determining the appropriate bargaining unit, *see* 29 U.S.C. § 159(b), we “accord deference to the Board’s exercise of its authority.” *LeMayne-Owen*, 357 F.3d at 60. We cannot be deferential, however, where the Board fails to adequately explain its reasoning. *Id.* at 61. The Supreme Court has held that when the “Board so exercises the discretion given to it by Congress, it must ‘disclose the basis of its order’ and ‘give clear indication that it has exercised the discretion with which Congress has empowered it.’” *NLRB v. Metro. Life Ins. Co.*, 380 U.S. 438, 443 (1965) (citation omitted). We are, however, “indulgent toward administrative action to the extent of affirming an order where the agency’s path can be ‘discerned’ even if the opinion ‘leaves much to be desired.’” *WAIT Radio v. FCC*, 418 F.2d 1153, 1156 (D.C. Cir. 1969) (citation omitted); *see also Casino Airlines, Inc. v. NTSB*, 439 F.3d 715, 717 (D.C. Cir. 2006). Without a clear presentation of the Board’s reasoning, it is not possible for us to perform our assigned reviewing function and to discern the path taken by the Board in reaching its decision. *See Metro. Life Ins. Co.*, 380 U.S. at 443.

Nor can our Court fill in critical gaps in the Board’s reasoning. We can only look to the Board’s stated rationale. We cannot sustain its action on some other basis the Board did not mention. *See SEC v. Chenery Corp.*, 332 U.S. 194, 196-97, 200 (1947) (“It will not do for a court to be compelled to guess at the theory underlying the agency’s action; nor can a court be expected to chisel that which must be precise from what the agency has left vague and indecisive.”) This is not a new concern, but it is central to our performance of the limited role Congress has assigned us in reviewing agency action. *See id.*; *SEC v. Chenery Corp.*, 318 U.S. 80, 94-95 (1943); *Village of Winnetka, Ill. v. FERC*, 678 F.2d 354, 357 (D.C. Cir. 1982).

upon and his reasoning for doing so. Faced with this "open-ended rough-and-tumble of factors," we cannot assume that the Regional Director had an "adequate explanation for the result [he] reached . . . until we see it." *Id.* The closest the Regional Director came to providing such an explanation was his statement that Point Park's "faculty . . . undoubtedly has an important consultative role, but based on the record developed, it cannot be concluded that they exercise such plenary, absolute or effective authority or control to warrant their exclusion from the protection of the Act as managerial employees." This passing observation, stated in the form of a conclusion, does not substitute for the fact-specific analysis called for by *Yeshiva* and *LeMoyné-Owen*. The Board knows how to perform such an analysis, *see Duquesne University*, 261 N.L.R.B. at 589 ("In sum, it is evident from the record that the managerial authority possessed by the Duquesne law school faculty is nearly identical to that possessed by the faculty in *Yeshiva* in such critical academic matters as curriculum, grading systems, and admission and matriculation standards."), but certainly did not do so here.

Had the Regional Director, or the Board, stated with clarity which factors were significant to the outcome and why, we could have performed our review. Distinguishing between excluded managers and included professional employees is a fact-intensive inquiry that presents special challenges in the unique and often decentralized world of academia. *Yeshiva* identified the relevant factors that the Board must consider. *See* 444 U.S. at 691. *LeMoyné-Owen* held that the Board must clearly explain its analysis. *See* 357 F.3d at 61. The failure to provide such an explanation is grounds for remand to the Board, *see id.*, which we do here.

②  
 The  
 Remand

## C.

One remaining issue requires our attention. In October 2003, Point Park served a subpoena on the faculty seeking a variety of books and records. One month later, in advance of the Regional Director's hearing, the Union responded on behalf of the faculty providing some, but not all, of the materials sought. The Union represented that it would make further determinations whether it possessed additional responsive materials. The Regional Director announced his decision in April 2004. In August and September 2004, the Union, responding to an unrelated request, produced documents, sought by the October 2003 subpoena, that had not previously been produced. On September 13, 2004, as part of its answer to the Board's complaint, Point Park asserted that the Board should reopen the hearings before the Regional Director to take additional evidence and supplement the record in light of this timely sought but late-produced material. Point Park repeated this request in its November 27, 2004, response to the motion for summary judgment.

On February 17, 2005, the Board denied Point Park's request, holding that Point Park failed to "act with reasonable diligence" by not (1) seeking to enforce its subpoena when the Union responded with a partial production and (2) moving to immediately reopen the hearing when it received the belated production in September 2004.

Point Park argues the "Board's failure to reopen and supplement the record was error." We review denial of an agency's motion to reopen the record for abuse of discretion. See *Reno Hilton Resorts v. NLRB*, 196 F.3d 1275, 1285 n.10 (D.C. Cir. 1999). An abuse of discretion occurs where the Board's "findings of fact are not supported by substantial evidence in the record considered as a whole." *Lakeland Bus Lines, Inc. v. NLRB*, 347 F.3d 955, 961 (D.C. Cir. 2003)

(quotation marks and citation omitted). We “may not find substantial evidence ‘merely on the basis of evidence which in and of itself justified [the agency’s decision], without taking into account contradictory evidence or evidence from which conflicting inferences could be drawn.’” *Id.* at 962 (quoting *Universal Camera Corp. v. NLRB*, 340 U.S. 474, 487 (1951)).

The Board’s findings are not “supported by substantial evidence on the record considered as a whole.” *See* 29 U.S.C. § 160(f). The Board, in concluding that “a reasonably diligent party would have sought enforcement,” did not address that the Union had, in fact, already informed Point Park that after it had made its initial production in response to the October 2003 subpoena, it would make a continuing determination whether it possessed any additional documents responsive to the subpoena. In addition, the Board, in concluding that Point Park had “waited over 2 months . . . to seek to reopen the record,” ignored Point Park’s September 13, 2004 request to do so. The Board does not explain why this request, made within weeks of the Union’s belated production of the new evidence, does not constitute a timely request to reopen the record. Because the Board’s decision did not “tak[e] into account contradictory evidence or evidence from which conflicting inferences could be drawn,” *Universal Camera Corp.*, 340 U.S. at 487, its findings are not supported by substantial evidence.

### III.

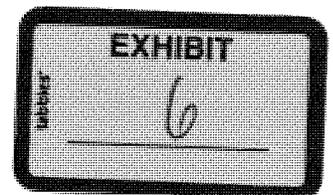
For the foregoing reasons, we grant Point Park’s petition for review, deny without prejudice the Board’s cross-application for enforcement, and remand the case to the Board for proceedings consistent with this opinion.

*So ordered.*

**BIOGRAPHY**

**Nancy Schiffer**

Nancy Schiffer is an Associate General Counsel with the American Federation of Labor and Congress of Industrial Organizations. Her work focuses on NLRA jurisprudence and procedure, worker organizing and member mobilization, and federal, state, and local legislation in support of worker rights. Ms. Schiffer previously served as Deputy General Counsel of the United Auto Workers in Detroit where her main practice areas included NLRA and public sector representation and unfair labor practice cases; appellate litigation; public and private sector organizing campaigns; collective bargaining negotiations and contract enforcement, arbitrations, strikes and lockouts, plant closings and relocations; retiree health insurance litigation; and union governance. She practiced with a union-side labor firm and with the National Labor Relations Board's Detroit Regional Office prior to joining the UAW.



U.S. Department of Labor  
Office of Labor-Management Standards  
Washington, DC 20210

FORM LM-2 LABOR ORGANIZATION ANNUAL REPORT

MUST BE USED BY LABOR ORGANIZATIONS WITH \$250,000 OR MORE IN TOTAL ANNUAL RECEIPTS AND LABOR ORGANIZATIONS IN TRUSTEESHIP

Form Approved  
Office of Management and Budget  
No. 1245-0003  
Expires: 10-31-2013

This report is mandatory under P. L. 86-257, as amended. Failure to comply may result in criminal prosecution, fines, or civil penalties as provided by 29 U.S.C. 439 or 440.

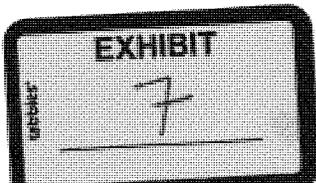
READ THE INSTRUCTIONS CAREFULLY BEFORE PREPARING THIS REPORT.		
For Official Use Only	1. FILE NUMBER 000-106	2. PERIOD COVERED From 07/01/2011 Through 06/30/2012
		3. (a) AMENDED - Is this an amended report: (b) HARSHIP - Filled under the hardship procedures: (c) TERMINAL - This is a terminal report:
		No No No
4. AFFILIATION OR ORGANIZATION NAME AFL-CIO		
5. DESIGNATION (Local, Lodge, etc.) NATIONAL HEADQUARTERS		6. DESIGNATION NBR
7. UNIT NAME (if any)		
9. Are your organization's records kept at its mailing address?  Yes		
8. MAILING ADDRESS (Type or print in capital letters)		
First Name RICHARD		Last Name TRUMKA
P.O. Box - Building and Room Number		
Number and Street 815 16TH STREET, NW		
City WASHINGTON		
State DC		ZIP Code + 4 20006

Each of the undersigned, duly authorized officers of the above labor organization, declares, under penalty of perjury and other applicable penalties of law, that all of the information submitted in this report (including information contained in any accompanying documents) has been examined by the signatory and is, to the best of the undersigned individual's knowledge and belief, true, correct and complete (See Section V on penalties in the instructions.)

70. SIGNED: Richard L Trumka  
Date: Sep 27, 2012 Telephone Number: 202-637-5250 PRESIDENT

71. SIGNED: Elizabeth H Shuler  
Date: Sep 27, 2012 Telephone Number: 202-637-5250 TREASURER

Form LM-2 (Revised 2010)



ITEMS 10 THROUGH 21

FILE NUMBER: 000-106

10. During the reporting period did the labor organization create or participate in the administration of a trust or a fund or organization, as defined in the instructions, which provides benefits for members or beneficiaries? Yes

11 (a). During the reporting period did the labor organization have a political action committee (PAC) fund? Yes

11 (b). During the reporting period did the labor organization have a subsidiary organization as defined in Section X of these instructions? No

12. During the reporting period did the labor organization have an audit or review of its books and records by an outside accountant or by a parent body auditor/representative? Yes

13. During the reporting period did the labor organization discover any loss or shortage of funds or other assets? (Answer "Yes" even if there has been repayment or recovery.) No

14. What is the maximum amount recoverable under the labor organization's fidelity bond for a loss caused by any officer, employee or agent of the labor organization who handled union funds? \$5,500,000

15. During the reporting period did the labor organization acquire or dispose of any assets in a manner other than purchase or sale? Yes

16. Were any of the labor organization's assets pledged as security or encumbered in any way at the end of the reporting period? Yes

17. Did the labor organization have any contingent liabilities at the end of the reporting period? Yes

18. During the reporting period did the labor organization have any changes in its constitution or bylaws, other than rates of dues and fees, or in practices/procedures listed in the instructions? No

19. What is the date of the labor organization's next regular election of officers? 09/2013

Form LM-2 (Revised 2010)

20. How many members did the labor organization have at the end of the reporting period? 11,525,023

21. What are the labor organization's rates of dues and fees?

	Rates of Dues and Fees			
	Amount	Unit	Minimum	Maximum
(a) Regular Dues/Fees	9per	month	na	na
(b) Working Dues/Fees	na/per	na	na	na
(c) Initiation Fees	5per	1x	na	na
(d) Transfer Fees	na/per	na	na	na
(e) Work Permits	na/per	na	na	na





	Representational Activities	Lobbying	Contributions	General Overhead	Administration		
A	Baugh, Robert C		\$116,715	\$0	\$8,508	\$0	\$125,223
B	Industrial Unions Coord.						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0%	90%	10%	0%	0%		
A	Bacerra, Ramon		\$103,457	\$0	\$23,877	\$506	\$127,840
B	Senior Field Rep						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	50%	50%	0%	0%	0%		
A	Beckelman, Yuri		\$26,499	\$0	\$2,986	\$0	\$29,485
B	St Camp Comm Coord						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0%	100%	0%	0%	0%		
A	Becker, Harold		\$23,731	\$0	\$255	\$0	\$23,986
B	Co-General Counsel						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	40%	20%	0%	20%	20%		
A	Becton, Lakisha		\$27,231	\$0	\$0	\$0	\$27,231
B	Researcher						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	100%	0%	0%	0%	0%		
A	Belcher, Steven		\$78,462	\$0	\$5,174	\$0	\$83,636
B	Multimedia Edit/Video						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	23%	18%	0%	46%	13%		
A	Berry, Peggy A		\$49,266	\$0	\$0	\$0	\$49,266
B	Mid-Day Maintenance Staff						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0%	0%	0%	100%	0%		
A	Beyranvand, Patricia Z		\$78,659	\$0	\$0	\$0	\$78,659
B	Administrative Assistant						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0%	50%	0%	20%	30%		
A	Bhatta, Tricia L		\$68,740	\$0	\$981	\$0	\$69,721
B	Political Materials Coord						
C	None						



Representational Activities		lobbying	Contributions		General Overhead		Administration			
A	Broaden, Randy D			\$51,847	\$0	\$0	\$0	\$51,847		
B	General Office Clerk III									
C	None									
I	Schedule 15	0%	Schedule 16	0%	Schedule 17	0%	Schedule 18	100%	Schedule 19	0%
	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
A	Brown, Margaret K			\$57,720	\$0	\$488	\$0	\$58,208		
B	Staff Secretary									
C	None									
I	Schedule 15	0%	Schedule 16	0%	Schedule 17	0%	Schedule 18	100%	Schedule 19	0%
	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
A	Brown, Andrew H			\$59,541	\$0	\$216	\$0	\$59,757		
B	Office Machine Operator I									
C	None									
I	Schedule 15	0%	Schedule 16	0%	Schedule 17	0%	Schedule 18	100%	Schedule 19	0%
	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
A	Bruce, Sasha			\$22,615	\$0	\$0	\$0	\$22,615		
B	Campaign Manager									
C	None									
I	Schedule 15	0%	Schedule 16	100%	Schedule 17	0%	Schedule 18	0%	Schedule 19	0%
	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
A	Bruffy, Lawrence K			\$10,353	\$0	\$0	\$0	\$10,353		
B	Day Crew Leader									
C	None									
I	Schedule 15	0%	Schedule 16	0%	Schedule 17	0%	Schedule 18	100%	Schedule 19	0%
	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
A	Brungard, Kirk			\$164,419	\$0	\$3,586	\$0	\$168,005		
B	Executive Asst to S/T									
C	None									
I	Schedule 15	20%	Schedule 16	0%	Schedule 17	0%	Schedule 18	60%	Schedule 19	20%
	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
A	Bugain, Orlando P			\$54,653	\$0	\$0	\$0	\$54,653		
B	Purchasing Technician									
C	None									
I	Schedule 15	0%	Schedule 16	0%	Schedule 17	0%	Schedule 18	100%	Schedule 19	0%
	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
A	Bunn, Mary E			\$133,691	\$0	\$9,493	\$0	\$143,184		
B	Organizing Director									
C	None									
I	Schedule 15	5%	Schedule 16	55%	Schedule 17	0%	Schedule 18	35%	Schedule 19	5%
	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
A	Byrne, Kevin T			\$92,862	\$0	\$1,213	\$0	\$94,075		
B	Gov Org & Lead Dev Coord									











	Representational Activities	Lobbying	Contributions	General Overhead	Administration
A	Dibritto, Andrea Z		\$105,697	\$0	\$8,365
B	Legislative Rep				\$0
C	None				\$114,062
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	None				
A	Dizon, Katrina P		\$59,714	\$0	\$162
B	Administrative Assistant				\$0
C	None				\$59,876
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	None				
A	Drake, Celeste		\$106,741	\$0	\$7,465
B	Pol Spec Trade Intl				\$0
C	None				\$114,206
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	None				
A	Dratch, Gail D		\$57,387	\$0	\$1,145
B	Legislative Rep				\$0
C	None				\$58,532
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	None				
A	Drennan, Gregory A		\$21,986	\$0	\$0
B	Support Staff				\$0
C	None				\$21,986
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	None				
A	Dyer, David M		\$92,311	\$0	\$273
B	Assistant to Controller				\$0
C	None				\$92,584
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	None				
A	Ebenreiter, Diane M		\$93,843	\$0	\$16,760
B	Interim Regional Director				\$0
C	None				\$110,803
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	None				
A	Eckstein, David A		\$111,409	\$0	\$32,766
B	Assistant Deputy Director				\$0
C	None				\$486
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	None				
A	Edelson, Carol M		\$92,487	\$0	\$12,491
B	Senior Organizer Trainer				\$0
C	None				\$616
					\$105,594



	Representational Activities	Lobbying	Contributions	General Overhead	Administration		
A	Feldman, Karin S		\$114,774	\$0	\$1,089	\$0	\$115,863
B	Legislative Specialist						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0%	100%	0%	0%	0%		0%
A	Ferreya, Walter F		\$90,531	\$0	\$0	\$0	\$90,531
B	Senior Technical Support						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0%	0%	0%	0%	100%		0%
A	Ferrifino, Miguel A		\$50,750	\$0	\$8	\$0	\$50,758
B	Night Crew Leader						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0%	0%	0%	0%	100%		0%
A	Fink, Anna		\$69,557	\$0	\$3,421	\$9,161	\$82,139
B	Sr Adv on Philan & Innov						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	10%	15%	55%	5%			15%
A	Finnegan, Brian J		\$45,448	\$0	\$4,539	\$0	\$49,987
B	Global Wkr Rights Coord						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	10%	10%	0%	70%			10%
A	Finn, Ariel A		\$25,752	\$0	\$0	\$0	\$25,752
B	Quantitative Researcher						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	100%	0%	0%	0%	0%		0%
A	Fischer, William C		\$93,652	\$0	\$7,204	\$0	\$100,856
B	Community Services Coord						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	15%	25%	50%	0%			10%
A	Fynn, Rita C		\$77,718	\$0	\$0	\$0	\$77,718
B	Pension/Bnfts Specialist						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0%	0%	0%	0%	100%		0%
A	Foa, Yael R		\$103,457	\$0	\$17,666	\$842	\$121,965
B	Senior Field Rep						



	Representational Activities	Lobbying	Contributions	General Overhead	Administration		
A	Ginsburg, Matthew J		\$124,052	\$0	\$2,394	\$0	\$126,436
B	Associate General Counsel						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	70 %	10 %	0 %	10 %	10 %		
A	Grenson, Katie L		\$112,905	\$0	\$15,046	\$947	\$128,898
B	Senior Field Rep						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0 %	84 %	1 %	0 %	15 %		
A	Gabern, Isaac M		\$96,425	\$0	\$12,162	\$1,019	\$109,606
B	Senior Field Rep						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0 %	10 %	10 %	30 %	50 %		
A	Gold, Laurence E		\$73,534	\$0	\$2,019	\$0	\$75,553
B	Associate General Counsel						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0 %	89 %	1 %	0 %	10 %		
A	Goldstein, Joshua		\$97,973	\$0	\$3,360	\$0	\$101,333
B	Media Outreach Specialist						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	5 %	90 %	0 %	0 %	5 %		
A	Goltz, John A		\$72,425	\$0	\$0	\$0	\$72,425
B	Web Assistant						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	20 %	70 %	0 %	10 %	0 %		
A	Gonzales, Helen C		\$112,905	\$0	\$1,643	\$0	\$114,548
B	Assistant Director						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	87 %	12 %	0 %	0 %	1 %		
A	Gonzalez, Gabriel		\$53,968	\$0	\$2,377	\$0	\$56,345
B	LAN-MY Voter Asst Admin						
C	None						
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19		
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration		
C	0 %	100 %	0 %	0 %	0 %		
A	Graham, Dennis D		\$112,053	\$0	\$811	\$0	\$112,864
B	Mgr of Political Sys						















	Representational Activities	Lobbying	Contributions	General Overhead	Administration	
A	L'Plant, Sue S					
B	Mgr - Pol Info Operations		\$116,715	\$0	\$932	\$0
C	None					\$117,647
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	None					
A	Lapp, Paula S					
B	Accountant II		\$48,978	\$0	\$0	\$48,978
C	None					
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	None					
A	Laroque, Jeannette H					
B	Administrative Secretary		\$77,066	\$0	\$1,205	\$0
C	None					\$78,271
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	40%
C	None					
A	Lawyer, Benjamin					
B	Senior Field Rep		\$93,364	\$0	\$14,209	\$500
C	None					\$108,073
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	None					
A	Lee, James					
B	Caterina Clerk		\$32,826	\$0	\$0	\$32,826
C	None					
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	None					
A	Lee, Thea M					
B	Deputy Chief of Staff		\$147,067	\$0	\$3,212	\$0
C	None					\$150,279
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	40%
C	None					
A	Leibfried, R Thomas					
B	Legislative Rep		\$111,003	\$0	\$2,179	\$0
C	None					\$113,182
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	None					
A	Lenoir, Juliette D					
B	Associate Director		\$26,635	\$0	\$0	\$0
C	None					\$26,635
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	None					
A	Lenini, Jerald					
B	Writer/Researcher		\$10,038	\$0	\$0	\$0
C	None					\$10,038



	Representational Activities	Lobbying	Contributions	General Overhead	Administration	
A	Loesberg, A Izetta		\$97,616	\$0	\$0	\$97,616
B	Budget & Exp Administrator					
C	None					
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	Lomonaco, Lizabeth A		\$92,311	\$15	\$0	\$92,326
C	Assistant to Controller					
C	None					
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	Love, Stephen W					
C	Machine Operator V		\$66,372	\$0	\$0	\$66,372
C	None					
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	Loving, Roberta P					
C	Accountant III		\$65,160	\$0	\$0	\$65,160
C	None					
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	Lowe, James F		\$108,461	\$9,121	\$1,264	\$118,846
C	Gov Org & Lead Dev Coord					
C	None					
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	43%
B	Loya, Brenda		\$66,825	\$1,438	\$0	\$68,063
C	Media Outreach Assoc					
C	None					
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	Luye, William		\$147,067	\$9,710	\$0	\$156,777
C	Associate General Counsel					
C	None					
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	20%
B	Mack, Robin E		\$56,260	\$0	\$0	\$56,260
C	Accountant III					
C	None					
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	Maddox, Timothy K		\$131,955	\$29,000	\$0	\$160,955
C	Deputy SCC Director					



	Representational Activities	Lobbying	Contributions	General Overhead	Administration	
A	McDaniel, Tammy J					
B	Office Administrator		\$75,187	\$0	\$0	\$75,187
C	None					
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	McDonald, Jane M		\$164,419	\$3,947	\$0	\$168,366
C	Exec Asst to the EVP					
None						
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	30%
B	McGarrah, Robert E		\$115,716	\$6,615	\$0	\$122,331
C	Northeast Capital Steward					
None						
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	McGregor, Jessica M		\$57,784	\$377	\$0	\$58,161
C	Administrative Assistant					
None						
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	McKenzie, Fred E		\$97,666	\$21,806	\$1,088	\$120,560
C	Senior Organizer					
None						
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	McKenzie, Sarah		\$119,127	\$3,701	\$3,000	\$125,828
C	Director of the OI					
None						
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	McRae, Michele		\$91,967	\$0	\$0	\$91,967
C	Payroll Administrator					
None						
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
B	Medley, Marcus A		\$78,582	\$933	\$0	\$79,515
C	Administrator					
None						
I	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
A	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	45%
B	Mendoza, Arturo P		\$103,982	\$0	\$559	\$138,056
C	Field Campaign Director					
None						



	Representational Activities	Lobbying	Contributions	General Overhead	Administration
A	Mohr, Kyle A		\$48,333	\$5,777	\$0
B	Fellowship Lawyer				\$0
C	None				\$48,910
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	100 %	0 %	0 %	0 %	0 %
A	Molina, Joell J		\$61,107	\$2,298	\$0
B	Int'l Campaign Coord				\$0
C	None				\$63,405
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	100 %	0 %	0 %	0 %	0 %
A	Moore, Brenda R		\$108,461	\$7,596	\$1,003
B	Senior Field Rep				
C	None				\$117,060
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	20 %	55 %	5 %	10 %	10 %
A	Moreland, Danny F		\$72,717	\$0	\$0
B	Security Guard				\$0
C	None				\$72,717
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	0 %	0 %	0 %	0 %	0 %
A	Morgan, Odell		\$33,591	\$0	\$0
B	Caterina Clerk				\$0
C	None				\$33,591
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	0 %	0 %	0 %	0 %	0 %
A	Morris, Amy M		\$102,921	\$5,965	\$0
B	Campaign Coordinator				\$0
C	None				\$108,586
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	5 %	85 %	5 %	0 %	5 %
A	Morton, Kimberly Y		\$84,893	\$1,179	\$0
B	Senior Administrator				\$0
C	None				\$86,062
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	20 %	5 %	0 %	75 %	0 %
A	Moses, Robert S		\$98,037	\$1,440	\$0
B	Lead Senior Technical Sup				\$0
C	None				\$99,477
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration
C	0 %	0 %	0 %	0 %	0 %
A	Moss, Thomas N		\$75,356	\$0	\$0
B	Day Crew Leader				\$0
C	None				\$75,356















		Lobbying		Contributions		General Overhead		Administration		
A	Shanks, Kerl A			\$75,187	\$0	\$400	\$0	\$75,587		
B	Senior Secretary									
C	None									
I	Schedule 15	10%	Schedule 16	70%	Schedule 17	0%	Schedule 18	20%	Schedule 19	0%
I	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19 Administration	
A	Shea, Gerald M			\$158,329	\$0	\$1,608	\$0	\$159,937		
B	Special Asst to the Pres									
C	None									
I	Schedule 15	20%	Schedule 16	50%	Schedule 17	15%	Schedule 18	5%	Schedule 19	10%
I	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19 Administration	
A	Shenwin, Catherine E			\$69,255	\$0	\$14,069	\$0	\$83,324		
B	Field Comm Reg Coord									
C	None									
I	Schedule 15	20%	Schedule 16	80%	Schedule 17	0%	Schedule 18	0%	Schedule 19	0%
I	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19 Administration	
A	Sheh, Anshu			\$105,574	\$0	\$0	\$0	\$105,574		
B	Assistant Controller									
C	None									
I	Schedule 15	0%	Schedule 16	0%	Schedule 17	0%	Schedule 18	100%	Schedule 19	0%
I	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19 Administration	
A	Shilliam, Adwoa D			\$102,921	\$0	\$1,655	\$0	\$104,576		
B	Deputy Director									
C	None									
I	Schedule 15	0%	Schedule 16	0%	Schedule 17	0%	Schedule 18	100%	Schedule 19	0%
I	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19 Administration	
A	Silk, Abraham J			\$42,312	\$0	\$254	\$0	\$42,566		
B	St Govt Rel Res Assoc									
C	None									
I	Schedule 15	0%	Schedule 16	100%	Schedule 17	0%	Schedule 18	0%	Schedule 19	0%
I	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19 Administration	
A	Silver, Emily F			\$102,921	\$0	\$0	\$0	\$102,921		
B	Deputy Director									
C	None									
I	Schedule 15	5%	Schedule 16	1%	Schedule 17	0%	Schedule 18	94%	Schedule 19	0%
I	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19 Administration	
A	Silvers, Damon A			\$147,067	\$0	\$17,049	\$0	\$164,116		
B	Director of Policy									
C	None									
I	Schedule 15	20%	Schedule 16	60%	Schedule 17	5%	Schedule 18	10%	Schedule 19	5%
I	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19 Administration	
A	Silva-Degennaro, Christine			\$108,461	\$0	\$3,654	\$0	\$112,115		
B	Legis & Policy Analyst									







	Representational Activities	Lobbying	Contributions	General Overhead	Administration	
A	Thomas-Smith, Teresa Y		\$53,759	\$376	\$0	\$54,135
B	Senior Secretary					
C	None					
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	0%	0%	100%	100%	0%	
A	Thompson, Franche M		\$74,225	\$411	\$0	\$74,636
B	Office Administrator					
C	None					
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	40%
C	0%	40%	0%	20%	40%	
A	Togans, Oretta D		\$77,718	\$0	\$0	\$77,718
B	Payroll Specialist					
C	None					
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	0%	0%	0%	100%	0%	
A	Torre, Emilia		\$68,641	\$0	\$0	\$68,641
B	Material/Data Mob Coord					
C	None					
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	0%	100%	0%	0%	0%	
A	Trotter, Thomas W		\$117,418	\$2,584	\$0	\$120,002
B	Legislative Representativ					
C	None					
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	0%	100%	0%	0%	0%	
A	Tune, Amaya J		\$102,427	\$2,031	\$0	\$104,458
B	Deputy Director					
C	None					
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	5%
C	5%	90%	0%	0%	0%	
A	Tynes, Edward J		\$102,505	\$14,111	\$0	\$116,616
B	Senior Organizer					
C	None					
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	0%	0%	0%	100%	0%	
A	Ula, Nafisha		\$56,483	\$6,238	\$0	\$62,721
B	Research Analyst					
C	None					
A	Schedule 15	Schedule 16	Schedule 17	Schedule 18	Schedule 19	
B	Representational Activities	Political Activities and Lobbying	Contributions	General Overhead	Administration	0%
C	100%	0%	0%	0%	0%	
A	Unger, Nicholas S		\$35,202	\$15,659	\$0	\$50,861
B	Outreach Cmpgn Specialist					



		Lobbying		Contributions		General Overhead		Administration		
A	Wallace, Antonette			\$65,009	\$0	\$1,003	\$0	\$66,012		
B	Production Scheduler/Comp									
C	None									
I	Schedule 15	0%	Schedule 16	20%	Schedule 17	0%	Schedule 18	80%	Schedule 19	0%
A	Wallentang, Sara		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19	
B	St Camp Comm Coord			\$19,305	\$0	\$3,567	\$200	\$23,072		
C	None									
I	Schedule 15	0%	Schedule 16	100%	Schedule 17	0%	Schedule 18	0%	Schedule 19	0%
A	Walton, Eva T		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19	
B	Office Administrator			\$79,340	\$0	\$2,231	\$0	\$81,571		
C	None									
I	Schedule 15	91%	Schedule 16	5%	Schedule 17	0%	Schedule 18	3%	Schedule 19	1%
A	Wang, Ja-Rei		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19	
B	Field Comm Assoc			\$39,805	\$0	\$158	\$0	\$39,963		
C	None									
I	Schedule 15	20%	Schedule 16	80%	Schedule 17	0%	Schedule 18	0%	Schedule 19	0%
A	Washington, Susan		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19	
B	Assistant to the Director			\$148,057	\$0	\$2,274	\$0	\$148,331		
C	None									
I	Schedule 15	99%	Schedule 16	1%	Schedule 17	0%	Schedule 18	0%	Schedule 19	0%
A	Watkins, David		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19	
B	Engineer			\$53,243	\$0	\$0	\$0	\$53,243		
C	None									
I	Schedule 15	0%	Schedule 16	0%	Schedule 17	0%	Schedule 18	100%	Schedule 19	0%
A	Waxman, Benjamin J		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19	
B	Special Assistant			\$95,220	\$0	\$18,216	\$4	\$113,440		
C	None									
I	Schedule 15	0%	Schedule 16	100%	Schedule 17	0%	Schedule 18	0%	Schedule 19	0%
A	Wells, Prairie		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19	
B	Gov Org & Lead Dev Coord			\$84,592	\$0	\$1,212	\$0	\$85,804		
C	None									
I	Schedule 15	0%	Schedule 16	10%	Schedule 17	0%	Schedule 18	10%	Schedule 19	80%
A	Welsh, John S		Political Activities and Lobbying		Contributions		General Overhead		Schedule 19	
B	Deputy Budget Officer			\$136,251	\$0	\$949	\$0	\$137,200		
C	None									



Representational Activities		Lobbying		Contributions		General Overhead		Administration		
A	Witrow, Mitzl L			\$76,421	\$0	\$2,000	\$0	\$0	\$78,421	
B	Web Programmer									
C	None									
I	Schedule 15	0%	Schedule 16	0%	Schedule 17	0%	Schedule 18	100%	Schedule 19	0%
A	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
B	Womack, Richard R			\$99,670	\$0	\$7,458	\$16,110	\$123,238		
C	State and Local Coord									
I	Schedule 15	20%	Schedule 16	50%	Schedule 17	0%	Schedule 18	0%	Schedule 19	30%
A	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
B	Woodards, Jocelyn			\$27,559	\$0	\$3,543	\$0	\$31,102		
C	Community Lead Organizer									
I	Schedule 15	0%	Schedule 16	95%	Schedule 17	0%	Schedule 18	2%	Schedule 19	3%
A	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
B	Woodward, Jason			\$52,969	\$0	\$4,008	\$0	\$56,977		
C	Field Communications Asst									
I	Schedule 15	90%	Schedule 16	0%	Schedule 17	10%	Schedule 18	0%	Schedule 19	0%
A	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
B	Worrey, Stephen E			\$105,707	\$0	\$205	\$0	\$105,912		
C	Chief Engineer									
I	Schedule 15	0%	Schedule 16	0%	Schedule 17	0%	Schedule 18	100%	Schedule 19	0%
A	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
B	Ybarra, Alicia			\$54,448	\$0	\$370	\$0	\$54,818		
C	Senior Crmgn Specialist									
I	Schedule 15	0%	Schedule 16	100%	Schedule 17	0%	Schedule 18	0%	Schedule 19	0%
A	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
B	Zobnisky, Mark V			\$116,715	\$0	\$1,317	\$41	\$118,073		
C	Facilities Manager									
I	Schedule 15	0%	Schedule 16	0%	Schedule 17	0%	Schedule 18	100%	Schedule 19	0%
A	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
B	None									
I	TOTALS RECEIVED BY EMPLOYEES MAKING LESS THAN \$10000			\$557,749	\$0	\$30,369	\$100	\$588,218		
I	Schedule 15	74%	Schedule 16		Schedule 17	18%	Schedule 18	1%	Schedule 19	6%
A	Representational Activities		Political Activities and Lobbying		Contributions		General Overhead		Administration	
B	Total Employee Disbursements			\$31,390,461	\$0	\$1,495,722	\$99,703	\$32,985,886		
C	Less Deductions							\$10,451,961		
I	Net Disbursements							\$22,533,925		



FORM LM-2 LABOR ORGANIZATION ANNUAL REPORT

U.S. Department of Labor  
Office of Labor-Management Standards  
Washington, DC 20210

MUST BE USED BY LABOR ORGANIZATIONS WITH \$250,000 OR MORE IN TOTAL ANNUAL RECEIPTS AND LABOR ORGANIZATIONS IN TRUSTEESHIP

Form Approved  
Office of Management and Budget  
No. 1245-0003  
Expires: 08-31-2016

This report is mandatory under P.L. 86-257, as amended. Failure to comply may result in criminal prosecution, fines, or civil penalties as provided by 29 U.S.C. 439 or 440.

READ THE INSTRUCTIONS CAREFULLY BEFORE PREPARING THIS REPORT.

For Official Use Only	1. FILE NUMBER 000-106	2. PERIOD COVERED From 07/01/2012 Through 06/30/2013	3. (a) AMENDED - Is this an amended report: (b) HARDSHIP - Filed under the hardship procedures: (c) TERMINAL - This is a terminal report:	No No No

4. AFFILIATION OR ORGANIZATION NAME AFL-CIO		8. MAILING ADDRESS (Type or print in capital letters)		
5. DESIGNATION (Local, Lodge, etc.) NATIONAL HEADQUARTERS		6. DESIGNATION NBR	First Name RICHARD	Last Name TRUMKA
7. UNIT NAME (if any)		P.O Box - Building and Room Number		
9. Are your organization's records kept at its mailing address? Yes		Number and Street 815 16TH STREET, NW		
		City WASHINGTON		
		State DC	ZIP Code + 4 20006	

Each of the undersigned, duly authorized officers of the above labor organization, declares, under penalty of perjury and other applicable penalties of law, that all of the information submitted in this report (including information contained in any accompanying documents) has been examined by the signatory and is, to the best of the undersigned individual's knowledge and belief, true, correct and complete (See Section V on penalties in the instructions.)

70. SIGNED: Richard L Trumka PRESIDENT Date: Sep 26, 2013 Telephone Number: 202-637-5250  
71. SIGNED: Elizabeth H Shuler TREASURER Date: Sep 26, 2013 Telephone Number: 202-637-5250

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ITEMS 10 THROUGH 21

- 10. During the reporting period did the labor organization create or participate in the administration of a trust or a fund or organization, as defined in the instructions, which provides benefits for members or beneficiaries? Yes
- 11(a). During the reporting period did the labor organization have a political action committee (PAC) fund? Yes
- 11(b). During the reporting period did the labor organization have a subsidiary organization as defined in Section X of these Instructions? No
- 12. During the reporting period did the labor organization have an audit or review of its books and records by an outside accountant or by a parent body auditor/representative? Yes
- 13. During the reporting period did the labor organization discover any loss or shortage of funds or other assets? (Answer "Yes" even if there has been repayment or recovery.) No
- 14. What is the maximum amount recoverable under the labor organization's fidelity bond for a loss caused by any officer, employee or agent of the labor organization who handled union funds? \$5,500,000
- 15. During the reporting period did the labor organization acquire or dispose of any assets in a manner other than purchase or sale? Yes
- 16. Were any of the labor organization's assets pledged as security or encumbered in any way at the end of the reporting period? Yes
- 17. Did the labor organization have any contingent liabilities at the end of the reporting period? Yes
- 18. During the reporting period did the labor organization have any changes in its constitution or bylaws, other than rates of dues and fees, or in practices/procedures listed in the instructions? No
- 19. What is the date of the labor organization's next regular election of officers? 09/2013

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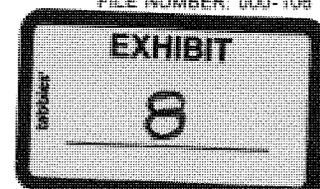
STATEMENT A - ASSETS AND LIABILITIES

20. How many members did the labor organization have at the end of the reporting period? FILE NUMBER: 000-106 11,615,520

21. What are the labor organization's rates of dues and fees?

Dues/Fees	Rates of Dues and Fees		Minimum	Maximum
	Amount	Unit		
(a) Regular Dues/Fees	9per	month	na	na
(b) Working Dues/Fees	na	per	na	na
(c) Initiation Fees	5per	1x	na	na
(d) Transfer Fees	na	per	na	na
(e) Work Permits	na	per	na	na

FILE NUMBER: 000-106



ASSETS

ASSETS	Schedule Number	Start of Reporting Period (A)	End of Reporting Period (B)
22. Cash		\$12,178,657	\$16,304,943
23. Accounts Receivable	1	\$16,114,949	\$13,343,624
24. Loans Receivable	2	\$10,597,164	\$10,734,912
25. U.S. Treasury Securities		\$3,647,320	\$2,387,561
26. Investments	5	\$24,575,169	\$24,663,334
27. Fixed Assets	6	\$28,436,416	\$26,880,385
28. Other Assets	7	-\$370,345	-\$421,606
29. TOTAL ASSETS		\$95,179,330	\$93,893,153

LIABILITIES

LIABILITIES	Schedule Number	Start of Reporting Period (A)	End of Reporting Period (B)
30. Accounts Payable	8	\$7,783,841	\$3,525,577
31. Loans Payable	9	\$7,965,000	\$7,965,000
32. Mortgages Payable		\$41,284,213	\$45,420,014
33. Other Liabilities	10	\$34,662,690	\$34,713,847
34. TOTAL LIABILITIES		\$91,695,744	\$91,624,438

35. NET ASSETS		\$3,483,586	\$2,268,715
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STATEMENT B - RECEIPTS AND DISBURSEMENTS

FILE NUMBER: 000-106

CASH RECEIPTS			CASH DISBURSEMENTS		
SCH	AMOUNT		SCH	AMOUNT	
	\$0	36. Dues and Agency Fees	15	\$26,449,571	50. Representational Activities
	\$71,316,790	37. Per Capita Tax	16	\$47,450,377	51. Political Activities and Lobbying
	\$0	38. Fees, Fines, Assessments, Work Permits	17	\$1,083,601	52. Contributions, Gifts, and Grants
	\$900,697	39. Sale of Supplies	18	\$19,768,623	53. General Overhead
	\$242,325	40. Interest	19	\$5,088,118	54. Union Administration
	\$3,284,981	41. Dividends	20	\$22,963,902	55. Benefits
	\$3,147,231	42. Rents		\$2,629,764	56. Per Capita Tax
3	\$0	43. Sale of Investments and Fixed Assets		\$0	57. Strike Benefits
9	\$0	44. Loans Obtained		\$0	58. Fees, Fines, Assessments, etc.
2	\$30,252	45. Repayments of Loans Made		\$0	59. Supplies for Resale
	\$58,979,901	46. On Behalf of Affiliates for Transmittal to Them	4	\$2,706,614	60. Purchase of Investments and Fixed Assets
	\$364,828	47. From Members for Disbursement on Their Behalf	2	\$168,000	61. Loans Made
14	\$58,013,801	48. Other Receipts	9	\$0	62. Repayment of Loans Obtained
	\$196,280,806	49. TOTAL RECEIPTS		\$59,398,523	63. To Affiliates of Funds Collected on Their Behalf
				\$184,012	64. On Behalf of Individual Members
				\$4,267,216	65. Direct Taxes
				\$192,158,321	66. Subtotal
					67. Withholding Taxes and Payroll Deductions
				\$11,784,339	67a. Total Withheld
				\$11,780,538	67b. Less Total Disbursed
				\$3,801	67c. Total Withheld But Not Disbursed
				\$192,154,520	68. TOTAL DISBURSEMENTS

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SCHEDULE 1 - ACCOUNTS RECEIVABLE AGING SCHEDULE

FILE NUMBER: 000-106

Entity or Individual Name (A)	Total Account Receivable (B)	90-180 Days Past Due (C)	180+ Days Past Due (D)	Liquidated Account Receivable (E)
ALLIANCE FOR RETIRED AMERICANS	\$107,930	\$75	\$59,662	
AMERICAN CENTER FOR INTERNATIONAL LABOR SOLIDARITY	\$139,043		\$9,990	
AMERICAN FED. OF STATE, COUNTY, AND MUNICIPAL EMP.	\$875,602		\$2,745	
AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES	\$189,911		\$3,103	
AMERICAN FEDERATION OF TEACHERS	\$761,726		\$8,477	
ANALYST INSTITUTE	\$9,956	\$4,333	\$4,017	
ASIAN PACIFIC AMERICAN LABOR ALLIANCE	\$25,160		\$15,981	
COALITION OF LABOR UNION WOMEN	\$29,333		\$26,706	
COMMUNICATIONS WORKERS OF AMERICA	\$14,128		\$5,144	

Lobbying										
A	Woodard, Diann									
B	Vice-President			\$0		\$0	\$2,235		\$0	\$2,235
C	C									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
Total Officer Disbursements				\$853,669		\$0	\$81,230		\$35,690	\$970,589
Less Deductions										\$734,914
Net Disbursements										\$235,675

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SCHEDULE 12 - DISBURSEMENTS TO EMPLOYEES

FILE NUMBER: 000-106

	(A) Name	(B) Title	(C) Other Payer	(D) Gross Salary Disbursements (before any deductions)	(E) Allowances Disbursed	(F) Disbursements for Official Business	(G) Other Disbursements not reported in (D) through (F)	(H) TOTAL		
A	Acosta Jr, Edwin									
B	Nat'l Cmpgn Coordinator			\$114,965	\$0	\$860	\$0	\$115,825		
C	None									
I	Schedule 15 Representational Activities	90 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Alfenito Jr, Joseph C									
B	Dir of Info Technology			\$122,755	\$0	\$1,983	\$0	\$124,738		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Anand, Vineeta									
B	Chief Research Analyst			\$106,728	\$0	\$5,120	\$0	\$111,848		
C	None									
I	Schedule 15 Representational Activities	95 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Anderson, Lee									
B	New Media Strategist			\$11,302	\$0	\$0	\$0	\$11,302		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	85 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	15 %	Schedule 19 Administration	0 %
A	Anderson, Todd A									
B	Regional Dir - Midwest			\$114,960	\$0	\$14,324	\$923	\$130,207		
C	None									
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	35 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	15 %	Schedule 19 Administration	25 %
A	Angarita, Jennifer									
B	Nat'l Wrkr Ctr Prtnrshp			\$95,197	\$0	\$3,778	\$0	\$98,975		
C	None									
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	35 %
A	Anijar, Joshua									
B	Senior Field Rep			\$28,095	\$0	\$3,836	\$0	\$31,931		
C	None									
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	85 %
A	Anspach, Lorie A									
B	Accounting Admin Asst			\$78,202	\$0	\$0	\$0	\$78,202		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Aro, Nicole									
B	Director			\$116,260	\$0	\$1,953	\$0	\$118,213		
C	None									
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	5 %
A	Avendano, Ana L									
B	Asst to Pres - Immig			\$147,952	\$0	\$17,857	\$595	\$166,404		
C	None									
I	Schedule 15 Representational Activities	47 %	Schedule 16 Political Activities and	3 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	40 %

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Lobbying										
A	Avila, Glenda S									
B	Evening Cleaner			\$39,343	\$0	\$0		\$0		\$39,343
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Avila-Lopez, Tania M									
B	Evening Cleaner			\$41,542	\$0	\$0		\$0		\$41,542
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Azcarate, Federico S									
B	Dir Voice @ Work Camp			\$114,275	\$0	\$2,455		\$0		\$116,730
C	None									
I	Schedule 15 Representational Activities	45 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	45 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Bailey, Brendan									
B	Data Coordinator			\$46,037	\$0	\$3,105		\$0		\$49,142
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Baker, Ronald A									
B	Strategic Campaign Coord			\$36,249	\$0	\$7,594		\$66		\$43,909
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Barrick, Crystal									
B	Staff Secretary			\$18,113	\$0	\$155		\$0		\$18,268
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Baskerville, Andrea E									
B	Senior Secretary			\$67,542	\$0	\$0		\$0		\$67,542
C	None									
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	35 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	5 %
A	Baugh, Robert C									
B	Industrial Unions Coord			\$90,343	\$0	\$3,006		\$0		\$93,349
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Becerra, Ramon									
B	Senior Field Rep			\$103,630	\$0	\$24,448		\$324		\$128,402
C	None									
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	10 %
A	Beckelman, Yuri									
B	St Camp Comm Coord			\$38,848	\$0	\$6,368		\$0		\$45,216
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Becker, Harold C									
B	General Counsel			\$172,720	\$0	\$3,655		\$0		\$176,375
C	None									
I	Schedule 15 Representational Activities	44 %	Schedule 16 Political Activities and Lobbying	1 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	44 %
A	Belcher, Steven									
B	Multimedia Edit/Video			\$85,000	\$0	\$1,192		\$0		\$86,192
C	None									
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	42 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	41 %	Schedule 19 Administration	11 %
A	Berry, Peggy A									
B	Mid-Day Maintenance Staff			\$48,816	\$0	\$767		\$0		\$49,583
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %

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A	Beyranvand, Patricia Z									
B	Administrative Assistant									
C	None									
			\$78,374			\$0			\$0	\$78,374
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	30 %
A	Bhatia, Tricia L									
B	Political Materials Coord									
C	None									
			\$13,250			\$0	\$545		\$0	\$13,795
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Blackstone, Sujatha									
B	PC Specialist IV									
C	None									
			\$70,294			\$0	\$250		\$0	\$70,544
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Blanco, Artemisa									
B	State Campaign Director									
C	None									
			\$97,161			\$0	\$8,120		\$0	\$105,281
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Blomdahl, Katrina D									
B	Campgn Writer/Researcher									
C	None									
			\$65,602			\$0	\$0		\$0	\$65,602
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Bouey, Terese									
B	Asst Dir for Comm Lbr All									
C	None									
			\$117,417			\$0	\$1,147		\$0	\$118,564
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Boutcher, Tina									
B	Office Administrator									
C	None									
			\$28,863			\$0	\$15		\$0	\$28,878
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Boyce, Belinda J									
B	Researcher/Analyst									
C	None									
			\$71,658			\$0	\$2,864		\$734	\$75,256
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Broaden, Randy D									
B	General Office Clerk III									
C	None									
			\$52,303			\$0	\$0		\$0	\$52,303
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Brown, Andrew H									
B	Off Machine Operator II									
C	None									
			\$62,164			\$0	\$321		\$0	\$62,485
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Brown, Margaret K									
B	Operations Supervisor									
C	None									
			\$61,495			\$0	\$642		\$0	\$62,137
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Bruce, Sasha									
B	Campaign Manager									
C	None									
			\$84,053			\$0	\$2,303		\$0	\$86,356
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Brungard, Kirk									
B	Executive Asst to S/T									
C	None									
			\$165,409			\$0	\$2,340		\$0	\$167,749
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	60 %	Schedule 19 Administration	20 %

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A	Bugarin, Orlando P									
B	Purchasing Technician			\$56,643		\$0		\$0		\$56,643
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Bunn, Mary E									
B	Organizing Director			\$137,843		\$0	\$4,953		\$0	\$142,796
C	None									
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	55 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	35 %	Schedule 19 Administration	5 %
A	Byrne, Kevin T									
B	Gov, Org & Lead Dev Coord			\$96,378		\$0	\$894		\$0	\$97,272
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A	Cafasso, Christine C									
B	Broadcast Manager			\$101,113		\$0	\$3,258		\$200	\$104,571
C	None									
I	Schedule 15 Representational Activities	8 %	Schedule 16 Political Activities and Lobbying	37 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	39 %	Schedule 19 Administration	15 %
A	Calloway, Katherine L									
B	Confidential Secretary			\$71,593		\$0	\$0		\$0	\$71,593
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	1 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	99 %	Schedule 19 Administration	0 %
A	Campbell, Colleen									
B	Fellowship Lawyer			\$54,086		\$0	\$206		\$0	\$54,292
C	None									
I	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	0 %
A	Campbell, Leroy									
B	Evening Cleaner			\$39,529		\$0	\$0		\$0	\$39,529
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Canfora, Luke M									
B	Senior Field Rep			\$91,501		\$0	\$23,161		\$1,727	\$116,389
C	None									
I	Schedule 15 Representational Activities	1 %	Schedule 16 Political Activities and Lobbying	77 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	21 %	Schedule 19 Administration	1 %
A	Cannon, Shari A									
B	Controller			\$122,755		\$0	\$932		\$0	\$123,687
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	80 %	Schedule 19 Administration	20 %
A	Carlson, Paul									
B	Pol Targeting Analyst			\$59,055		\$0	\$346		\$0	\$59,401
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Carpio, David F									
B	Camp Operations Analyst			\$113,759		\$0	\$4,897		\$0	\$118,656
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	20 %
A	Carrillo, Carlos J									
B	Senior Field Rep			\$108,642		\$0	\$14,879		\$800	\$124,321
C	None									
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	25 %
A	Carter, Selwyn O									
B	Regional Campaign Coord			\$108,642		\$0	\$7,616		\$1,133	\$117,391
C	None									
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	15 %
A	Casavant, Kathleen A									

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B	Dir Gov, Org Lead Dev			\$33,892		\$0	\$5,678		\$0	\$39,570
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A	Casertano, Teresa			\$114,275		\$0	\$3,883		\$50	\$118,208
B	Global Campaigns Mgr									
C	None									
I	Schedule 15 Representational Activities	94 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	1 %
A	Castor, Richard R			\$116,878		\$0	\$2,704		\$0	\$119,582
B	Sys Analyst - Elect Comm									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Cavanaugh, Michael J			\$125,956		\$0	\$7,127		\$0	\$133,083
B	Program Director									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	90 %
A	Chappell, Aaron			\$21,154		\$0	\$3,436		\$0	\$24,590
B	Campaign Manager									
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Charlton, Byron W			\$117,614		\$0	\$2,601		\$0	\$120,215
B	Legislative Rep V@W									
C	None									
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Cheatham, Cynthia			\$28,772		\$0	\$1,591		\$0	\$30,363
B	Fellow									
C	None									
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Cheko, Mateos H			\$40,075		\$0	\$4,291		\$0	\$44,366
B	Organizer-in-Training									
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Christensen, Kevin A			\$76,549		\$0	\$6,556		\$0	\$83,105
B	Researcher/Analyst									
C	None									
I	Schedule 15 Representational Activities	90 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	0 %
A	Clark, Edward F			\$61,793		\$0	\$0		\$0	\$61,793
B	Accountant III									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	80 %	Schedule 19 Administration	0 %
A	Clemons, Vincent			\$42,819		\$0	\$0		\$0	\$42,819
B	Evening Cleaner									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Close, Sherri B			\$55,137		\$0	\$299		\$0	\$55,436
B	Senior Secretary									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Coby, James A			\$115,254		\$0	\$2,307		\$0	\$117,561
B	Watch Engineer									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Cochran, Daniel H									

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B	Cope Special Assistant			\$44,715		\$0		\$0		\$0		\$44,715
C	None											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Cockerille, Kristin D											
B	HR Generalist			\$85,049		\$0		\$58		\$0		\$85,107
C	None											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	2 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	98 %	Schedule 19 Administration	0 %		
A	Cody, Jennifer L											
B	Phone System Coordinator			\$89,385		\$0		\$0		\$0		\$89,385
C	None											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Collins, Maureen D											
B	Administrative Assistant			\$61,793		\$0		\$0		\$0		\$61,793
C	None											
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	40 %	Schedule 19 Administration	0 %		
A	Connell, Tula A											
B	Managing Editor			\$51,256		\$0		\$582		\$0		\$51,838
C	None											
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	25 %		
A	Connolly, Samantha											
B	Dir of Human Resources			\$117,417		\$0		\$2,357		\$0		\$119,774
C	None											
I	Schedule 15 Representational Activities	18 %	Schedule 16 Political Activities and Lobbying	1 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	80 %	Schedule 19 Administration	0 %		
A	Conwell, Susan C											
B	Accountant II			\$58,771		\$0		\$0		\$0		\$58,771
C	None											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %		
A	Cook, Kurston											
B	Young Worker Prog Coord			\$49,950		\$0		\$6,836		\$18		\$56,804
C	None											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Coppess, James											
B	Associate General Counsel			\$147,952		\$0		\$1,181		\$0		\$149,133
C	None											
I	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	5 %		
A	Cornwell, Jonathan W											
B	Senior Organizer			\$93,672		\$0		\$30,099		\$1,143		\$124,914
C	None											
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Corzo, Heather L											
B	Legal/Research Analyst			\$92,641		\$0		\$6,780		\$0		\$99,421
C	None											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Counts, Cecelie E											
B	Legislative Rep			\$120,390		\$0		\$1,878		\$0		\$122,268
C	None											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Crinion, Colleen											
B	Writer/Researcher			\$30,197		\$0		\$447		\$17		\$30,661
C	None											
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %		
A	Crowner, Ruby L											
B	Prep Service/Cashier			\$10,871		\$0		\$0		\$0		\$10,871

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C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Cruz, Ana C				\$38,273	\$0	\$0	\$0	\$38,273	
B	Evening Cleaner									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Curtis, David				\$75,006	\$0	\$1,192	\$0	\$76,198	
B	Tech Support Special									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A	Dailey, Mary F				\$24,646	\$0	\$0	\$0	\$24,646	
B	Computer Specialist Prog									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	0 %
A	Dasuki, Rieman				\$105,330	\$0	\$3,147	\$0	\$108,477	
B	Sr Network Engineer									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Davidoff, Alan				\$69,831	\$0	\$4,236	\$0	\$74,067	
B	Dir Gov. Org Lead Dev									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A	Davin, Lorenzo H				\$80,099	\$0	\$0	\$0	\$80,099	
B	Lead Machine Operator									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Davis, Andrea H				\$65,231	\$0	\$0	\$0	\$65,231	
B	Administrative Assistant									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %
A	DeAngelo, Anthony				\$15,753	\$0	\$847	\$0	\$16,600	
B	St Camp Comm Coord									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	DeFoe, Don W				\$84,939	\$0	\$10,679	\$0	\$95,618	
B	Campaign Coordinator									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	DeLeon, Pablo				\$98,835	\$0	\$46,973	\$1,716	\$147,524	
B	Senior Field Rep									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	65 %	Schedule 19 Administration	10 %
A	DiBitetto, Andrea Z				\$109,300	\$0	\$7,268	\$0	\$116,568	
B	Legislative Rep									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Dizon, Katrina P				\$61,540	\$0	\$218	\$0	\$61,758	
B	Administrative Assistant									
C	None									
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	60 %
A	Drake, Celeste				\$110,383	\$0	\$5,143	\$0	\$115,526	
B	Pol Spec Trade Intl									

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C	None									
I	Schedule 15 Representational Activities	3 %	Schedule 16 Political Activities and Lobbying	82 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	10 %
A	Drapkin, Russell									
B	LAN-My Voter Asst Admin			\$47,032		\$0	\$10,369		\$75	\$57,476
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Dratch, Gail D									
B	Legislative Rep			\$57,483		\$0	\$1,336		\$0	\$58,819
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Dyer, David M									
B	Assistant to Controller			\$92,867		\$0	\$0		\$0	\$92,867
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Ebenreiter, Diane M									
B	Interim Regional Director			\$93,178		\$0	\$20,862		\$185	\$114,225
C	None									
I	Schedule 15 Representational Activities	1 %	Schedule 16 Political Activities and Lobbying	77 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	1 %
A	Eckstein, David A									
B	Assistant Deputy Director			\$112,080		\$0	\$26,971		\$940	\$139,991
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	90 %	Schedule 19 Administration	0 %
A	Edelson, Carol M									
B	Senior Organizer Trainer			\$85,125		\$0	\$10,079		\$1,096	\$96,300
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Ellison, Tonya									
B	Senior Field Rep			\$102,829		\$0	\$7,004		\$194	\$110,027
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	79 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	1 %
A	Esser, Eneida G									
B	Administrative Assistant			\$55,318		\$0	\$22		\$0	\$55,340
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	40 %
A	Evans, James									
B	V@W Lead Organizer			\$108,642		\$0	\$1,063		\$9,050	\$118,755
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Fairclough, Garry A									
B	Day Maintenance Staffer			\$55,035		\$0	\$621		\$0	\$55,656
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Fanning, Eugene C									
B	Writer/Researcher			\$48,963		\$0	\$3,154		\$0	\$52,117
C	None									
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	15 %
A	Farb, Julie									
B	Senior Lead Researcher			\$86,998		\$0	\$7,537		\$0	\$94,535
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Farrell, Kimberly C									
B	Finance & Reporting Coord			\$98,742		\$0	\$1,149		\$0	\$99,891
C	None									

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I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Farrow, Cary E									
B	PC Specialist IV									
C	None									
				\$28,893		\$0	\$52		\$0	\$28,945
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	90 %	Schedule 19 Administration	10 %
A	Fay-Rodriguez, Kelly M									
B	Voter Rights Coordinator									
C	None									
				\$49,154		\$0	\$6,370		\$42	\$55,566
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Feingold, Catherine L									
B	Director of Int'l Dept									
C	None									
				\$122,755		\$0	\$9,047		\$38	\$131,840
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	10 %
A	Felder, Sandra M									
B	Operations Director									
C	None									
				\$132,378		\$0	\$11,669		\$0	\$144,047
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	20 %
A	Feldman, Karin S									
B	Legislative Rep									
C	None									
				\$114,965		\$0	\$1,501		\$0	\$116,466
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Ferreyra, Walter F									
B	Senior Technical Support									
C	None									
				\$93,920		\$0	\$1,509		\$200	\$95,629
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Ferrufino, Miguel A									
B	Night Crew Leader									
C	None									
				\$53,653		\$0	\$631		\$0	\$54,284
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Fink, Anna									
B	Sr Adv on Philan & Innov									
C	None									
				\$124,663		\$0	\$16,661		\$7,196	\$148,520
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	70 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	10 %
A	Finnegan, Brian J									
B	Global Wkr Rights Coord									
C	None									
				\$95,951		\$0	\$6,527		\$0	\$102,478
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	10 %
A	Fischer, William C									
B	Community Services Coord									
C	None									
				\$97,038		\$0	\$8,178		\$0	\$105,216
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	80 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Flynn, Rita C									
B	Pension/Bnfts Speciali									
C	None									
				\$77,802		\$0	\$0		\$0	\$77,802
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Foa, Yael R									
B	Senior Field Rep									
C	None									
				\$103,630		\$0	\$28,667		\$1,072	\$133,369
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	85 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	15 %
A	Forsythe, Angela D									
B	Administrative Secretary									
C	None									
				\$57,999		\$0	\$1,047		\$0	\$59,046

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I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Fortier, Graham									
B	Campaign Organizer									
C	None									
					\$46,364	\$0	\$8,092		\$52	\$54,508
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Frederickson, Nora									
B	Field Comm Reg Coord									
C	None									
					\$83,926	\$0	\$7,935		\$12	\$91,873
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Fuller, Kathy M									
B	Office Administrator									
C	None									
					\$77,802	\$0	\$377		\$0	\$78,179
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Galowin, Melissa D									
B	Office Administrator									
C	None									
					\$72,370	\$0	\$1,064		\$0	\$73,434
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	5 %
A	Garcia, Jamie									
B	Administrative Assistant									
C	None									
					\$48,627	\$0	\$0		\$0	\$48,627
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	60 %	Schedule 19 Administration	0 %
A	Garry, Corey									
B	Administrative Secretary									
C	None									
					\$72,420	\$0	\$0		\$0	\$72,420
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Getachew, Marakie									
B	Developer									
C	None									
					\$63,087	\$0	\$0		\$0	\$63,087
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	2 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	98 %	Schedule 19 Administration	0 %
A	Gibson, Brett M									
B	Legislative Rep									
C	None									
					\$113,694	\$0	\$1,755		\$0	\$115,449
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Gilbert, James									
B	Dir of Union Vets Council									
C	None									
					\$88,400	\$0	\$4,454		\$0	\$92,854
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Gilchrist, Joseph L									
B	Day Crew Leader									
C	None									
					\$66,565	\$0	\$637		\$0	\$67,202
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Gillis, Michael									
B	Field Comm Reg Coord									
C	None									
					\$69,688	\$0	\$16,077		\$0	\$85,765
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Ginsburg, Matthew J									
B	Associate General Counsel									
C	None									
					\$124,663	\$0	\$3,607		\$0	\$128,270
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	10 %
A	Gjertson, Katie L									
B	Regional Campaign Coord									
C	None									
					\$113,094	\$0	\$15,732		\$1,477	\$130,303
			Schedule 16							

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I	Schedule 15 Representational Activities	5 %	Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	10 %
A	Govern, Isaac M									
B	Senior Field Rep									
C	None									
				\$100,104		\$0	\$18,622		\$170	\$118,896
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	40 %
A	Gold, Laurence E									
B	Associate General Counsel									
C	None									
				\$73,976		\$0	\$2,753		\$0	\$76,729
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Goldstein, Joshua									
B	Media Outreach Specialist									
C	None									
				\$101,741		\$0	\$1,150		\$0	\$102,891
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	75 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Goltz, John A									
B	Web Assistant									
C	None									
				\$73,674		\$0	\$795		\$405	\$74,874
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	0 %
A	Gonzales, Helen C									
B	Assistant Director									
C	None									
				\$113,549		\$0	\$2,143		\$0	\$115,692
I	Schedule 15 Representational Activities	87 %	Schedule 16 Political Activities and Lobbying	12 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	1 %
A	Gonzalez, Gabriel									
B	COPE Memb Spec Asst									
C	None									
				\$71,747		\$0	\$1,727		\$0	\$73,474
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Graham, Dennis D									
B	Mgr of Pol System Develop									
C	None									
				\$114,468		\$0	\$890		\$0	\$115,358
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	0 %
A	Gratten, Latoya									
B	Office Administrator									
C	None									
				\$64,427		\$0	\$1,083		\$0	\$65,510
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	80 %	Schedule 19 Administration	10 %
A	Gray, Timothy B									
B	Admin Dir Spec Projects									
C	None									
				\$122,755		\$0	\$1,173		\$0	\$123,928
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Greene, Julie M									
B	Deputy Director									
C	None									
				\$121,920		\$0	\$6,749		\$0	\$128,669
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Greenhow, Monika									
B	Web Editorial Project Mgr									
C	None									
				\$95,951		\$0	\$0		\$0	\$95,951
I	Schedule 15 Representational Activities	55 %	Schedule 16 Political Activities and Lobbying	35 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Gunter, William L									
B	Night Crew Leader									
C	None									
				\$57,011		\$0	\$862		\$0	\$57,873
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Hall, Lanita G									
B	PC Specialist IV									
C	None									
				\$71,421		\$0	\$284		\$0	\$71,705
	Schedule 15		Schedule 16		Schedule 17		Schedule 18		Schedule 19	

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	Representational Activities	0 %	Political Activities and Lobbying	10 %	Contributions	0 %	General Overhead	10 %	Administration	80 %
A	Hall, Michael D									
B	Senior Editor				\$98,602	\$0	\$0		\$0	\$98,602
C	None									
I	Schedule 15 Representational Activities	35 %	Schedule 16 Political Activities and Lobbying	55 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	0 %
A	Hammett, Tamra S									
B	Administrative Secretary				\$86,452	\$0	\$469		\$0	\$86,921
C	None									
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	30 %
A	Harrell Jr, Mack A									
B	Accountant III				\$61,683	\$0	\$20		\$0	\$61,703
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Harris, Lorie L									
B	Administrative Secretary				\$58,100	\$0	\$0		\$0	\$58,100
C	None									
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	35 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	15 %	Schedule 19 Administration	20 %
A	Harris, Michael N									
B	Chief Engineer				\$135,310	\$0	\$1,049		\$0	\$136,359
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Hartford, Katelyn									
B	Campaign Coordinator				\$84,939	\$0	\$5,547		\$0	\$90,486
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	20 %
A	Hartman, Mark									
B	Tech Support Special				\$71,429	\$0	\$1,354		\$0	\$72,783
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	0 %
A	Hatchett, Danielle Y									
B	Web Specialist				\$99,174	\$0	\$1,123		\$0	\$100,297
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	5 %
A	Hauser, Jeffrey									
B	Media Outreach Specialist				\$96,222	\$0	\$1,233		\$0	\$97,455
C	None									
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	75 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Heath, Tiffany L									
B	Writer/Researcher				\$93,895	\$0	\$1,160		\$0	\$95,055
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Herman, Sheri									
B	PC Specialist III				\$11,988	\$0	\$149		\$0	\$12,137
C	None									
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	10 %
A	Hernandez, Jennifer									
B	Regional Campaign Coord				\$103,630	\$0	\$13,821		\$0	\$117,451
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	10 %
A	Hernandez, Ruben G									
B	Regional Director - SW				\$98,708	\$0	\$16,911		\$1,521	\$117,140
C	None									
I	Schedule 15	10 %	Schedule 16 Political Activities and	75 %	Schedule 17	0 %	Schedule 18	0 %	Schedule 19	15 %

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	Representational Activities		Lobbying		Contributions		General Overhead		Administration	
A	Hiatt, Jonathan P									
B	Executive Asst to Pres									
C	None									
					\$176,794		\$0		\$13,568	\$14
										\$190,376
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	40 %
A	Hines, Rita R									
B	Evening Cleaner									
C	None									
					\$41,052		\$0		\$0	\$0
										\$41,052
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Holland, Joseph L									
B	Senior Field Rep									
C	None									
					\$35,581		\$0		\$159	\$0
										\$35,740
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Holton, Beverly P									
B	Administrative Secretary									
C	None									
					\$64,887		\$0		\$0	\$0
										\$64,887
I	Schedule 15 Representational Activities	55 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	10 %
A	Hopper, Kimberly J									
B	Accountant II									
C	None									
					\$55,841		\$0		\$0	\$0
										\$55,841
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Howard, Cynthia									
B	Senior Secretary									
C	None									
					\$60,877		\$0		\$0	\$0
										\$60,877
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Hubbard, Bessie M									
B	Computer Specialist II									
C	None									
					\$57,159		\$0		\$0	\$0
										\$57,159
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Hultman, Ashley									
B	Intern									
C	None									
					\$19,155		\$0		\$0	\$0
										\$19,155
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Hyman, Ross A									
B	Lead Researcher									
C	None									
					\$76,207		\$0		\$1,236	\$0
										\$77,443
I	Schedule 15 Representational Activities	98 %	Schedule 16 Political Activities and Lobbying	2 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Israel, Emmelle									
B	Field Comm Reg Coord									
C	None									
					\$68,470		\$0		\$7,076	\$0
										\$75,546
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Itz, Norma M									
B	Administrative Secretary									
C	None									
					\$88,165		\$0		\$1,012	\$0
										\$89,177
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	80 %	Schedule 19 Administration	10 %
A	Iverson, Ayketa S									
B	V@W Organizer-in-Training									
C	None									
					\$76,411		\$0		\$10,746	\$0
										\$87,157
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Jablonski, Donna M									
B	Deputy Dir Publications									
C	None									
					\$122,755		\$0		\$1,081	\$0
										\$123,836
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	20 %

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Lobbying										
A	Jackson, Jacqueline J									
B	Human Resources Assistant			\$63,657	\$0	\$0	\$656	\$64,313		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Jansen, George J									
B	Mgr for Syst & DB Prog			\$117,417	\$0	\$1,332	\$0	\$118,749		
C	None									
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	35 %	Schedule 19 Administration	5 %
A	Jefferson, Gregory L									
B	Legislative Rep			\$114,965	\$0	\$1,635	\$0	\$116,600		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Johnson, Johnny R									
B	Evening Cleaner			\$38,575	\$0	\$0	\$0	\$38,575		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Johnson, Joyce A									
B	Senior Secretary			\$60,371	\$0	\$0	\$0	\$60,371		
C	None									
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	30 %
A	Johnson, Kenny									
B	Regional Director - South			\$117,417	\$0	\$21,432	\$1,726	\$140,575		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	60 %
A	Justice, Daniel D									
B	Senior Field Rep			\$99,841	\$0	\$14,173	\$651	\$114,665		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	30 %
A	Justus, Deborah L									
B	Administrative Assistant			\$79,426	\$0	\$874	\$0	\$80,300		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	30 %
A	Kauffman, Jennifer A									
B	Assistant Training Coord			\$99,814	\$0	\$3,727	\$0	\$103,541		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Keicher, David J									
B	Gov, Org & Lead Dev Coord			\$108,642	\$0	\$35,690	\$769	\$145,101		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	35 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	65 %
A	Kekeris, Joseph M									
B	Production Coordinator			\$79,426	\$0	\$1,219	\$0	\$80,645		
C	None									
I	Schedule 15 Representational Activities	9 %	Schedule 16 Political Activities and Lobbying	42 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	35 %	Schedule 19 Administration	13 %
A	Kenngott, Christine R									
B	Working Families Network			\$103,438	\$0	\$1,700	\$0	\$105,138		
C	None									
I	Schedule 15 Representational Activities	25 %	Schedule 16 Political Activities and Lobbying	35 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	40 %	Schedule 19 Administration	0 %
A	Keyser, Austin									
B	Senior Field Rep			\$96,043	\$0	\$25,224	\$479	\$121,746		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	15 %

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A	Kheav, Vanna O									
B	Ld Catering & Cook/Server			\$91,171		\$0		\$0		\$91,171
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	King, Alice J									
B	Day Maintenance Staffer			\$54,755		\$0		\$622		\$55,377
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Kiser, John R									
B	Senior Field Rep			\$109,379		\$0		\$9,012		\$118,391
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	30 %
A	Knight, David									
B	State Campaign Director			\$93,983		\$0		\$10,191		\$104,174
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	75 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	25 %
A	Knipper, Anne C									
B	Int'l Org Coordinator			\$109,379		\$0		\$150		\$109,529
C	None									
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	60 %	Schedule 19 Administration	30 %
A	Kojola, William H									
B	Industrial Hygienist			\$109,379		\$0		\$553		\$109,932
C	None									
I	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Kolodny, Ethan D									
B	Administrative Assistant			\$18,248		\$0		\$53		\$18,301
C	None									
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	68 %	Schedule 17 Contributions	2 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	5 %
A	Komar, Jacqueline M									
B	Art XX/XXI Coord & LCC Ad			\$81,715		\$0		\$1,290		\$83,005
C	None									
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	0 %
A	Kupersmith, Jordan									
B	Lead Targeting Analyst			\$87,117		\$0		\$1,946		\$89,063
C	None									
I	Schedule 15 Representational Activities	2 %	Schedule 16 Political Activities and Lobbying	97 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	1 %	Schedule 19 Administration	0 %
A	Kwaterski, Stephen									
B	Campaign Coordinator			\$84,926		\$0		\$7,133		\$92,059
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	LaBruyere, Rachel									
B	Deputy Director			\$24,923		\$0		\$0		\$24,923
C	None									
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	15 %	Schedule 19 Administration	0 %
A	Lackey, Matthew W									
B	Sr Political Strategist			\$90,629		\$0		\$1,157		\$91,786
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Lalvani, Raj									
B	Administrative Assistant			\$61,944		\$0		\$0		\$61,944
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %

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A	Lampkin, Amy E									
B	Researcher/Analyst			\$98,602		\$0		\$0		\$0
C	None									\$98,602
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	LaPlant, Sue S									
B	Mgr Pol Info Operations			\$136,307		\$0		\$1,113		\$0
C	None									\$137,420
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	15 %	Schedule 19 Administration	0 %
A	Lapp, Paula S									
B	Accountant II			\$31,670		\$0		\$0		\$0
C	None									\$31,670
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Laroque, Jeannette H									
B	Administrative Secretary			\$85,015		\$0		\$1,576		\$0
C	None									\$86,591
I	Schedule 15 Representational Activities	40 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	40 %
A	Lee, James									
B	Cafeteria Clerk			\$40,921		\$0		\$0		\$0
C	None									\$40,921
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Lee, Thea M									
B	Deputy Chief of Staff			\$155,496		\$0		\$4,213		\$0
C	None									\$159,709
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	50 %
A	Leibfried, Raymond T									
B	Legislative Rep			\$113,094		\$0		\$2,888		\$0
C	None									\$115,982
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	98 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	1 %	Schedule 19 Administration	1 %
A	Lentini, Jerald									
B	Writer/Researcher			\$35,109		\$0		\$2,228		\$0
C	None									\$37,337
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Levie, Elizabeth									
B	V@W State & Local Policy			\$108,642		\$0		\$14,587		\$0
C	None									\$123,229
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Lewis, Sarah A									
B	Senior Lead Researcher			\$55,651		\$0		\$1,007		\$0
C	None									\$56,658
I	Schedule 15 Representational Activities	15 %	Schedule 16 Political Activities and Lobbying	84 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Lien, Chanh									
B	Senior Graphic Designer			\$116,878		\$0		\$1,437		\$0
C	None									\$118,315
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	45 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	5 %
A	Lintelman, Glenn W									
B	Supp Specialist/Helpdesk			\$63,089		\$0		\$0		\$0
C	None									\$63,089
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Livoti, Angelica									
B	Pol Targeting Analyst			\$57,737		\$0		\$78		\$0
C	None									\$57,815
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Livoti, Jessica									

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A	Sr New Media Strategist			\$87,968		\$0		\$1,997		\$0	\$89,965
C	None										
I	Schedule 15 Representational Activities	15 %	Schedule 16 Political Activities and Lobbying	77 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	2 %	Schedule 19 Administration	5 %	
A	Lleras, Patricia A			\$86,406		\$0		\$908		\$0	\$87,314
B	Scheduling Director										
C	None										
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	35 %	Schedule 19 Administration	40 %	
A	Lo, Minwen			\$116,632		\$0		\$831		\$0	\$117,463
B	Oracle/Unix Sys Analyst										
C	None										
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	35 %	Schedule 19 Administration	5 %	
A	Loesberg, A Izzetta			\$98,203		\$0		\$0		\$0	\$98,203
B	Budget & Exp Administratr										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Lomonaco, Lizabeth A			\$92,867		\$0		\$15		\$0	\$92,882
B	Assistant to Controller										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Loney, Dennis			\$69,894		\$0		\$626		\$0	\$70,520
B	Website Editor										
C	None										
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %	
A	Love, Stephen W			\$73,779		\$0		\$0		\$0	\$73,779
B	Machine Operator V										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Loving, Roberta P			\$65,231		\$0		\$0		\$0	\$65,231
B	Accountant III										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Lowe, James F			\$108,642		\$0		\$1,412		\$0	\$110,054
B	Gov, Org & Lead Dev Coord										
C	None										
I	Schedule 15 Representational Activities	1 %	Schedule 16 Political Activities and Lobbying	33 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	6 %	Schedule 19 Administration	60 %	
A	Lurye, William			\$105,576		\$0		\$2,537		\$0	\$108,113
B	Associate General Counsel										
C	None										
I	Schedule 15 Representational Activities	40 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	20 %	
A	Mack, Robin E			\$58,919		\$0		\$0		\$0	\$58,919
B	Accountant III										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Maddox, Timothy K			\$129,465		\$0		\$18,449		\$0	\$147,914
B	Deputy SCC Director										
C	None										
I	Schedule 15 Representational Activities	90 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %	
A	Magana, Claudia F			\$37,507		\$0		\$18,337		\$439	\$56,283
B	Organizer-in-Training										
C	None										
I	Schedule 15 Representational Activities	95 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Mankani, Nirmal										

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B	Sr Political Strategist			\$90,001		\$0		\$30		\$0	\$90,031
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Manning, Don B										
B	Senior Field Rep			\$106,315		\$0	\$1,427		\$212		\$107,954
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %	
A	Mariam, Aida										
B	Global Wrk Rght Fellow			\$36,565		\$0	\$0		\$0		\$36,565
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	100 %	
A	Marion, Shelia J										
B	Senior Secretary			\$79,638		\$0	\$0		\$0		\$79,638
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Markell, Brad M										
B	Exec Dir of Ind Un Cncl			\$38,038		\$0	\$637		\$0		\$38,675
C	None										
I	Schedule 15 Representational Activities	90 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %	
A	Marsallo, Anthony J										
B	Senior Organizer Trainer			\$95,951		\$0	\$13,331		\$346		\$109,628
C	None										
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Marschall, Daniel J										
B	Legislative Rep			\$113,094		\$0	\$6,605		\$0		\$119,699
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Marson Jr, Charles W										
B	Tech Support Specialist			\$69,764		\$0	\$1,350		\$200		\$71,314
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Martin, Jamiel										
B	Campaign Lead Organizer			\$12,870		\$0	\$1,277		\$0		\$14,147
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Martinez, Domingo										
B	Nat'l Campagn Coordinator			\$91,502		\$0	\$789		\$0		\$92,291
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Mayeaux, Lauren										
B	Data Coordinator			\$50,481		\$0	\$8,570		\$0		\$59,051
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	0 %	
A	Maynard, Mary L										
B	Sr Political Field Rep			\$109,157		\$0	\$14,801		\$0		\$123,958
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	McBride, Justin G										
B	Car Wash Manager			\$101,600		\$0	\$13,881		\$0		\$115,481
C	None										
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	15 %	Schedule 19 Administration	0 %	
A	McDaniel, Tammy J										
B	Office Administrator			\$75,269		\$0	\$0		\$0		\$75,269

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C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	McDonald, Jane M									
B	Exec Asst to the EVP			\$165,409		\$0	\$7,595		\$0	\$173,004
C	None									
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	10 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	30 %
A	McGarrah, Robert E									
B	Northeast Capital Steward			\$116,878		\$0	\$5,163		\$0	\$122,041
C	None									
I	Schedule 15 Representational Activities	85 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	0 %
A	McGrath, Molly									
B	Int'l Campaign Coord			\$56,512		\$0	\$3,613		\$0	\$60,125
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	McGregor, Jessica M									
B	Administrative Assistant			\$59,043		\$0	\$1,005		\$0	\$60,048
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	75 %	Schedule 19 Administration	5 %
A	McKenzie, Fred E									
B	Senior Organizer			\$101,428		\$0	\$19,362		\$487	\$121,277
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	McKinley, Diana									
B	Administrative Assistant			\$52,818		\$0	\$2,539		\$0	\$55,357
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	McRae, Michele									
B	Payroll Admininstrator			\$92,867		\$0	\$0		\$0	\$92,867
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Medley, Marcus A									
B	Administrator			\$83,515		\$0	\$3,704		\$0	\$87,219
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	35 %	Schedule 17 Contributions	20 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	45 %
A	Mendoza, Arturo P									
B	Field Campaign Director			\$104,608		\$0	\$31,594		\$658	\$136,860
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Mercer, Kim C									
B	Administrative Secretary			\$78,224		\$0	\$989		\$0	\$79,213
C	None									
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	20 %	Schedule 18 General Overhead	40 %	Schedule 19 Administration	20 %
A	Metzger, Ianthe									
B	Fellow			\$36,663		\$0	\$1,997		\$30	\$38,690
C	None									
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Miller, Ann E									
B	Assistant Director			\$115,314		\$0	\$2,375		\$0	\$117,689
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Miller, Naidalid E									
B	Senior Secretary			\$56,568		\$0	\$391		\$0	\$56,959

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C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Milosavljevic, Brian									
B	Data Coordinator			\$19,072		\$0	\$933		\$0	\$20,005
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Mitchell, Denise A									
B	Asst - Pres of Public Aff			\$161,359		\$0	\$3,316		\$0	\$164,675
C	None									
I	Schedule 15 Representational Activities	50 %	Schedule 16 Political Activities and Lobbying	35 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	10 %
A	Mitchell, Robert S									
B	Evening Cleaner			\$32,864		\$0	\$0		\$0	\$32,864
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Mitchell, Tara L									
B	Office Administrator			\$79,764		\$0	\$1,673		\$0	\$81,437
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	90 %	Schedule 19 Administration	0 %
A	Moon, Brenda R									
B	Senior Field Rep			\$109,379		\$0	\$18,171		\$441	\$127,991
C	None									
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	55 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	10 %
A	Moore, Harold									
B	Memb Communication Coord			\$26,337		\$0	\$525		\$0	\$26,862
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Moreland, Danny F									
B	Security Guard			\$79,193		\$0	\$722		\$0	\$79,915
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Morgan, Odell									
B	Cafeteria Clerk			\$42,062		\$0	\$0		\$0	\$42,062
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Morris, Amy M									
B	Campaign Coordinator			\$103,439		\$0	\$12,180		\$0	\$115,619
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	50 %
A	Morton, Kimberly Y									
B	Senior Administrator			\$85,394		\$0	\$1,774		\$0	\$87,168
C	None									
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	75 %	Schedule 19 Administration	0 %
A	Moses, Robert S									
B	Lead Sr Tech Support			\$98,602		\$0	\$2,436		\$0	\$101,038
C	None									
I	Schedule 15 Representational Activities	2 %	Schedule 16 Political Activities and Lobbying	8 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	90 %	Schedule 19 Administration	0 %
A	Moss, Thomas N									
B	Day Crew Leader			\$72,502		\$0	\$735		\$0	\$73,237
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Muchnok, Rodney N									
B	Senior Field Rep			\$106,728		\$0	\$33,095		\$451	\$140,274
C	None									

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I	Schedule 15 Representational Activities	15 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	15 %
A	Mulligan, Linda A				\$106,728	\$0	\$11,211	\$1,261	\$119,200	
B	Gov, Org & Lead Dev Coord									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	35 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	55 %
A	Murillo, Raquel G				\$103,630	\$0	\$7,670	\$0	\$111,300	
B	Senior Organizer									
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Nevarez, Alfonso R				\$75,099	\$0	\$30	\$1,982	\$77,111	
B	Research Associate									
C	None									
I	Schedule 15 Representational Activities	90 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Nguyen, Alexander N				\$73,967	\$0	\$0	\$0	\$73,967	
B	Sr Political Programmer									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Nguyen, Morgan R				\$95,732	\$0	\$1,503	\$0	\$97,235	
B	Senior Writer/Researcher									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Niccoli-Hiltz, Barbara L				\$104,883	\$0	\$6,040	\$480	\$111,403	
B	Senior Field Rep									
C	None									
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	45 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	12 %	Schedule 19 Administration	33 %
A	Niehouse, Amy E				\$64,686	\$0	\$6,473	\$903	\$72,062	
B	Senior Organizer Trainer									
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Noonan, Michael J				\$117,614	\$0	\$2,190	\$0	\$119,804	
B	Strategic Plan & Tech Dir									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	5 %
A	Nussbaum, Karen				\$140,841	\$0	\$0	\$0	\$140,841	
B	Asst to the President									
C	None									
I	Schedule 15 Representational Activities	35 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	15 %
A	OBrien, Devin M				\$61,683	\$0	\$0	\$0	\$61,683	
B	Accountant III									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	O'Brien, Shaun				\$107,994	\$0	\$2,419	\$0	\$110,413	
B	Asst Pol Dir for H & R									
C	None									
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	55 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	5 %
A	OMeara, Patrick F				\$106,728	\$0	\$3,874	\$50	\$110,652	
B	Corporate Finance Special									
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Omens, Alison I				\$81,867	\$0	\$4,143	\$0	\$86,010	
B	Deputy Director/Outreach									
C	None									

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I	Schedule 15 Representational Activities	15 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Ortega, Lori									
B	Regional Director - West									
C	None									
				\$117,417		\$0	\$29,204		\$1,391	\$148,012
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	70 %
A	Osmer, Chloe									
B	Senior Organizer									
C	None									
				\$94,648		\$0	\$13,800		\$0	\$108,448
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Pacheco, Amanda L									
B	Assistant to the S/T									
C	None									
				\$138,760		\$0	\$2,255		\$0	\$141,015
I	Schedule 15 Representational Activities	60 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	10 %
A	Park, Elizabeth									
B	Senior Secretary									
C	None									
				\$61,981		\$0	\$35		\$0	\$62,016
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	30 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	0 %
A	Parker, Cassandra E									
B	Senior Secretary									
C	None									
				\$60,394		\$0	\$0		\$0	\$60,394
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Pecquex, Courtney E									
B	Spec Asst-Pol Operations									
C	None									
				\$92,607		\$0	\$3,583		\$0	\$96,190
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Pedrotty, Daniel F									
B	Dir-Office of Investment									
C	None									
				\$21,841		\$0	\$331		\$0	\$22,172
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Pelles, Rosalyn W									
B	Civil Rights Director									
C	None									
				\$114,403		\$0	\$3,813		\$0	\$118,216
I	Schedule 15 Representational Activities	68 %	Schedule 16 Political Activities and Lobbying	22 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Penn, Joyce F									
B	Senior Secretary									
C	None									
				\$60,394		\$0	\$0		\$0	\$60,394
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	90 %	Schedule 19 Administration	0 %
A	Pero, Haley									
B	Lead Strategic Analyst									
C	None									
				\$20,159		\$0	\$0		\$0	\$20,159
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Perusek, Glenn									
B	CSR Director									
C	None									
				\$117,417		\$0	\$8,121		\$117	\$125,655
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	10 %
A	Petonic, Allison									
B	State Campaign Coord									
C	None									
				\$83,952		\$0	\$1,317		\$0	\$85,269
I	Schedule 15 Representational Activities	6 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	3 %
A	Podhorzer, Michael A									
B	Director of Political									
C	None									
				\$137,843		\$0	\$15,743		\$0	\$153,586
			Schedule 16							

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I	Schedule 15 Representational Activities	0 %	Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	15 %	Schedule 19 Administration	5 %
A	Prado, Geraldine									
B	Deputy Director									
C	None									
				\$122,192		\$0	\$1,615		\$2,914	\$126,721
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Puente, Jorge									
B	Lead Tech Support Spec									
C	None									
				\$97,865		\$0	\$1,560		\$200	\$99,625
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Quinnell, Kenneth									
B	Senior Writer									
C	None									
				\$64,889		\$0	\$505		\$0	\$65,394
I	Schedule 15 Representational Activities	47 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	2 %	Schedule 19 Administration	1 %
A	Reardon, Joseph A									
B	Day Maintenance Staffer									
C	None									
				\$55,390		\$0	\$666		\$0	\$56,056
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Recinos, Patricia									
B	Senior Organizer Trainer									
C	None									
				\$99,948		\$0	\$12,792		\$0	\$112,740
I	Schedule 15 Representational Activities	90 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Rees, Brandon J									
B	Assistant to the Director									
C	None									
				\$112,080		\$0	\$8,364		\$0	\$120,444
I	Schedule 15 Representational Activities	70 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	5 %
A	Reynolds, Kenneth S									
B	State & Local Coordinator									
C	None									
				\$116,878		\$0	\$1,565		\$0	\$118,443
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	50 %
A	Rhinehart, Lynn K									
B	General Counsel									
C	None									
				\$171,120		\$0	\$5,467		\$0	\$176,587
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	30 %
A	Richards, Andrew									
B	New Media Strategist									
C	None									
				\$84,316		\$0	\$1,259		\$0	\$85,575
I	Schedule 15 Representational Activities	40 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Rizo, Ana									
B	Union Summer Site Coord									
C	None									
				\$5,600		\$0	\$7,888		\$0	\$13,488
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Robbins, Lisa K									
B	Administrative Secretary									
C	None									
				\$72,747		\$0	\$862		\$0	\$73,609
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Roberts, Kyle E									
B	Interim Director									
C	None									
				\$97,683		\$0	\$917		\$0	\$98,600
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Roberts, Zachary									
B	Political Campaign Assist									
C	None									
				\$23,951		\$0	\$0		\$0	\$23,951
	Schedule 15		Schedule 16		Schedule 17		Schedule 18		Schedule 19	

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	Representational Activities	0 %	Political Activities and Lobbying	100 %	Contributions	0 %	General Overhead	0 %	Administration	0 %
A	Rollins, Kara A									
B	IT Office Administrator			\$75,269		\$0	\$1,269		\$200	\$76,738
C	None									
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Rollins, Paul J									
B	Driver/General Assistant			\$77,203		\$0	\$2,722		\$40	\$79,965
C	None									
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Ross, Kelly B									
B	Deputy Director			\$117,417		\$0	\$2,072		\$0	\$119,489
C	None									
	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	5 %
A	Rostan, June M									
B	V@W Campaign Lead Org			\$76,549		\$0	\$4,760		\$331	\$81,640
C	None									
	Schedule 15 Representational Activities	83 %	Schedule 16 Political Activities and Lobbying	17 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Rothfarb, Lauren J									
B	Legislative Rep			\$57,483		\$0	\$1,410		\$0	\$58,893
C	None									
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Rowe, Eileen E									
B	Administrative Secretary			\$77,005		\$0	\$1,294		\$0	\$78,299
C	None									
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	15 %	Schedule 18 General Overhead	75 %	Schedule 19 Administration	10 %
A	Sager, Michael A									
B	Technology Director			\$55,827		\$0	\$1,084		\$0	\$56,911
C	None									
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Salamone, Dennis J									
B	General Office Clerk II			\$53,965		\$0	\$0		\$0	\$53,965
C	None									
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Salvador, Gonzalo									
B	Media Outreach Specialist			\$100,047		\$0	\$3,271		\$0	\$103,318
C	None									
	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Samuel, William H									
B	Director of Govt Affairs			\$137,843		\$0	\$4,865		\$0	\$142,708
C	None									
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Sanchez, Victor									
B	Jr Voter Rights Coord			\$40,962		\$0	\$9,488		\$391	\$50,841
C	None									
	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Santoyo-Mejia, Luis									
B	Fellow			\$37,758		\$0	\$4,505		\$0	\$42,263
C	None									
	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Schaffer, Janet E									
B	Regional Campaign Coord			\$108,642		\$0	\$7,979		\$522	\$117,143
C	None									
	Schedule 15	5 %	Schedule 16 Political Activities and	80 %	Schedule 17	0 %	Schedule 18	5 %	Schedule 19	10 %

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	Representational Activities		Lobbying		Contributions		General Overhead		Administration	
A	Schaitberger, Michael F									
B	Convention Coordinator									
C	None									
					\$77,802	\$0	\$554	\$0		\$78,356
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	90 %
A	Schiffer, Nancy J									
B	Associate General Counsel									
C	None									
					\$37,126	\$0	\$607	\$0		\$37,733
I	Schedule 15 Representational Activities	55 %	Schedule 16 Political Activities and Lobbying	18 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	17 %	Schedule 19 Administration	10 %
A	Schwartz, Jared									
B	Interim Director									
C	None									
					\$50,419	\$0	\$1,319	\$0		\$51,738
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	70 %	Schedule 19 Administration	0 %
A	Scott, Lorenzo A									
B	Gov, Org & Lead Dev Coord									
C	None									
					\$106,728	\$0	\$7,428	\$830		\$114,986
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	60 %
A	Scott, Patrick A									
B	Asst Dir/Dir of Union Sum									
C	None									
					\$100,529	\$0	\$21,979	\$511		\$123,019
I	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Sellers, Leonard M									
B	Systems Assistant									
C	None									
					\$62,012	\$0	\$0	\$0		\$62,012
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Semelsberger, Paul S									
B	Lead Security Guard									
C	None									
					\$95,467	\$0	\$2,065	\$0		\$97,532
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Seminario, Margaret									
B	Dir of Safety & Health									
C	None									
					\$122,755	\$0	\$3,536	\$0		\$126,291
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	45 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	25 %
A	Shanks, Keri A									
B	Senior Secretary									
C	None									
					\$75,269	\$0	\$0	\$0		\$75,269
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	20 %	Schedule 19 Administration	0 %
A	Sharma, Maneesh									
B	Associate General Counsel									
C	None									
					\$8,846	\$0	\$1,293	\$0		\$10,139
I	Schedule 15 Representational Activities	60 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	20 %
A	Shea, Gerald M									
B	Special Asst to the Pres									
C	None									
					\$69,111	\$0	\$1,471	\$0		\$70,582
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	50 %	Schedule 17 Contributions	15 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	10 %
A	Sherwin, Catherine E									
B	Field Comm Reg Coord									
C	None									
					\$83,926	\$0	\$21,777	\$0		\$105,703
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Sheth, Anshu									
B	Assistant Controller									
C	None									
					\$106,209	\$0	\$0	\$0		\$106,209
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	85 %	Schedule 19 Administration	15 %

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Lobbying										
A	Shillam, Adjwoa D									
B	Deputy Director									
C	None									
				\$103,540		\$0		\$2,191		\$105,731
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Shorey, Margaret									
B	Dir of St Govt Rel, DD Go									
C	None									
				\$59,612		\$0		\$1,767		\$61,379
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	95 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Silk, Abraham J									
B	St Govt Rel Res Assoc									
C	None									
				\$58,493		\$0		\$7,408	\$100	\$66,001
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	17 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	83 %	Schedule 19 Administration	0 %
A	Silver, Emily F									
B	Deputy Director									
C	None									
				\$103,540		\$0		\$0		\$103,540
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	1 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	94 %	Schedule 19 Administration	0 %
A	Silvers, Damon A									
B	Director of Policy									
C	None									
				\$147,952		\$0		\$24,855		\$172,807
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	60 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	10 %	Schedule 19 Administration	5 %
A	Silvia-Degennaro, Christine									
B	Legis & Policy Analyst									
C	None									
				\$109,579		\$0		\$1,580		\$111,159
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Slaiman, Donald C									
B	Senior Field Rep									
C	None									
				\$75,469		\$0		\$20,248	\$1,279	\$96,996
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	45 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	12 %	Schedule 19 Administration	33 %
A	Smalls, Cindy									
B	Voter Rights Program Mgr									
C	None									
				\$90,019		\$0		\$4,000		\$94,019
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Smith, Ed'Trail L									
B	Prep Service/Cashier									
C	None									
				\$13,832		\$0		\$0		\$13,832
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Smith, Kathleen M									
B	Special Projects Coordina									
C	None									
				\$85,394		\$0		\$913		\$86,307
I	Schedule 15 Representational Activities	1 %	Schedule 16 Political Activities and Lobbying	3 %	Schedule 17 Contributions	3 %	Schedule 18 General Overhead	93 %	Schedule 19 Administration	0 %
A	Smith, Maureen M									
B	Facilities Coordinator									
C	None									
				\$79,121		\$0		\$1,025		\$80,146
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Smith, Vivian E									
B	Administrative Assistant									
C	None									
				\$60,734		\$0		\$0		\$60,734
I	Schedule 15 Representational Activities	94 %	Schedule 16 Political Activities and Lobbying	6 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Snedden, Mary E									
B	Administrative Assistant									
C	None									
				\$65,231		\$0		\$0		\$65,231
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	80 %	Schedule 19 Administration	0 %

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A	Snow, James F									
B	Regional Director - NE			\$114,960	\$0	\$13,651	\$0	\$128,611		
C	None									
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	25 %	Schedule 19 Administration	30 %
A	Sommerkamp, Charles									
B	Machine Lead Person			\$87,173	\$0	\$376	\$0	\$87,549		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Sommerkamp, Nelly T									
B	Administrative Secretary			\$79,345	\$0	\$914	\$0	\$80,259		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	90 %	Schedule 19 Administration	10 %
A	Speciale, Michael									
B	Organizing Institute Appr			\$12,100	\$0	\$4,291	\$150	\$16,541		
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Stapleton, Terry R									
B	Chief Budget Officer			\$147,952	\$0	\$12,830	\$200	\$160,982		
C	None									
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	15 %	Schedule 18 General Overhead	50 %	Schedule 19 Administration	5 %
A	Steber, Rachel									
B	Administrative Secretary			\$12,780	\$0	\$119	\$0	\$12,899		
C	None									
I	Schedule 15 Representational Activities	30 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	60 %	Schedule 19 Administration	10 %
A	Stille, Mitchell									
B	Senior Field Rep			\$87,569	\$0	\$11,377	\$0	\$98,946		
C	None									
I	Schedule 15 Representational Activities	60 %	Schedule 16 Political Activities and Lobbying	25 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	5 %
A	Struckman, Robert J									
B	Sr Editorial/Speechwriter			\$100,728	\$0	\$1,028	\$0	\$101,756		
C	None									
I	Schedule 15 Representational Activities	40 %	Schedule 16 Political Activities and Lobbying	40 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	20 %
A	Stuart, Anna J									
B	Administrative Assistant			\$60,192	\$0	\$897	\$0	\$61,089		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	95 %	Schedule 19 Administration	0 %
A	Stuart, Joseph B									
B	General Office Clerk II			\$45,997	\$0	\$0	\$0	\$45,997		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Stubbs, Angelia W									
B	Associate General Counsel			\$124,663	\$0	\$1,885	\$0	\$126,548		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	30 %
A	Suria, Ilsa M									
B	Senior Secretary			\$57,537	\$0	\$0	\$0	\$57,537		
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Sweeney, Christian J									
B	Deputy Director			\$120,590	\$0	\$1,607	\$0	\$122,197		
C	None									
I	Schedule 15 Representational Activities	90 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %

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A	Sweeney, Patricia S									
B	Dir of Meetings & Travel									
C	None									
			\$117,417		\$0	\$4,718		\$0		\$122,135
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Szpak, Michael									
B	Strategic Campaign Coord									
C	None									
			\$109,945		\$0	\$11,266		\$0		\$121,211
I	Schedule 15 Representational Activities	91 %	Schedule 16 Political Activities and Lobbying	9 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Tapscott, Gail P									
B	Adm Technical Support									
C	None									
			\$59,114		\$0	\$0		\$0		\$59,114
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Tate, Ronnie G									
B	Security Guard/Off Clerk									
C	None									
			\$75,374		\$0	\$904		\$0		\$76,278
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Taylor, Charles D									
B	Rsrch Recruit. Proj Coord									
C	None									
			\$70,291		\$0	\$1,422		\$0		\$71,713
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Theurer, Mary M									
B	Senior Field Rep									
C	None									
			\$103,630		\$0	\$19,746		\$0		\$123,376
I	Schedule 15 Representational Activities	10 %	Schedule 16 Political Activities and Lobbying	70 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	15 %
A	Thomas-Smith, Teresa Y									
B	Senior Secretary									
C	None									
			\$58,289		\$0	\$658		\$0		\$58,947
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Thompson, Francine M									
B	Office Administrator									
C	None									
			\$70,877		\$0	\$1,886		\$0		\$72,763
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	10 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	90 %	Schedule 19 Administration	0 %
A	Tofil, Natasha									
B	Union Summer Site Coord									
C	None									
			\$5,600		\$0	\$4,835		\$200		\$10,635
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Togans, Obretia D									
B	Payroll Specialist									
C	None									
			\$78,739		\$0	\$0		\$0		\$78,739
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Tom, Lena									
B	Senior Analytics Coord									
C	None									
			\$21,630		\$0	\$0		\$0		\$21,630
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	95 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	0 %
A	Torre, Emilia									
B	Material/Data Mob Coord									
C	None									
			\$70,952		\$0	\$0		\$0		\$70,952
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Tortora, Jacqueline									
B	Blog/Social Media Manager									
C	None									
			\$103,632		\$0	\$853		\$0		\$104,485
I	Schedule 15 Representational Activities	40 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	30 %	Schedule 19 Administration	0 %
A	Tracey, Margaret									



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B	St Camp Comm Coord			\$68,500		\$0		\$7,533		\$0	\$76,033
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Walton, Eva T			\$69,582		\$0		\$2,008		\$0	\$71,590
B	Office Administrator										
C	None										
I	Schedule 15 Representational Activities	91 %	Schedule 16 Political Activities and Lobbying	5 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	3 %	Schedule 19 Administration	1 %	
A	Wang, Ja-Rei			\$67,127		\$0		\$2,850		\$0	\$69,977
B	Field Comm Assoc										
C	None										
I	Schedule 15 Representational Activities	20 %	Schedule 16 Political Activities and Lobbying	80 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Washington, Susan			\$71,086		\$0		\$619		\$0	\$71,705
B	Assistant to the Director										
C	None										
I	Schedule 15 Representational Activities	99 %	Schedule 16 Political Activities and Lobbying	1 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Watkins, David			\$76,076		\$0		\$842		\$0	\$76,918
B	Engineer										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	Waxman, Andrew C			\$24,679		\$0		\$0		\$0	\$24,679
B	Political Materials Coord										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %	
A	Waxman, Benjamin J			\$61,772		\$0		\$7,510		\$858	\$70,140
B	Special Assistant										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Wells, Prairie			\$109,261		\$0		\$3,576		\$0	\$112,837
B	Gov, Org & Lead Dev Coord										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	3 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	97 %	Schedule 19 Administration	0 %	
A	Welsh, John S			\$139,103		\$0		\$1,117		\$0	\$140,220
B	Asst to Pres for Spec Pro										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	1 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	19 %	Schedule 19 Administration	80 %	
A	West-Eversley, Camille A			\$79,492		\$0		\$0		\$0	\$79,492
B	Office Administrator										
C	None										
I	Schedule 15 Representational Activities	80 %	Schedule 16 Political Activities and Lobbying	15 %	Schedule 17 Contributions	5 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	Wetrosky, Geoffrey			\$107,479		\$0		\$606		\$0	\$108,085
B	Nat'l Campaign Manager										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %	
A	White, Deborah S			\$25,741		\$0		\$0		\$0	\$25,741
B	Senior Secretary										
C	None										
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %	
A	White, Quentine			\$62,384		\$0		\$0		\$0	\$62,384
B	Senior Secretary										
C	None										
I	Schedule 15 Representational Activities	22 %	Schedule 16 Political Activities and Lobbying	22 %	Schedule 17 Contributions	12 %	Schedule 18 General Overhead	22 %	Schedule 19 Administration	22 %	
A	Whitney, Oliver			\$86,978		\$0		\$890		\$0	\$87,868
B	LAN-My Voter Sys Admin										

C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	100 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Wides, Sarah			\$14,000		\$0	\$677		\$0	\$14,677
B	Broadcast Manager									
C	None									
I	Schedule 15 Representational Activities	23 %	Schedule 16 Political Activities and Lobbying	17 %	Schedule 17 Contributions	1 %	Schedule 18 General Overhead	37 %	Schedule 19 Administration	22 %
A	Wilson, Corey D			\$95,951		\$0	\$1,114		\$0	\$97,065
B	Senior Technical Support									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Withrow, Mitzi L			\$76,549		\$0	\$1,200		\$0	\$77,749
B	Web Programmer									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Womack, Richard R			\$99,837		\$0	\$6,922		\$9,256	\$116,015
B	State & Local Coord									
C	None									
I	Schedule 15 Representational Activities	60 %	Schedule 16 Political Activities and Lobbying	30 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	10 %
A	Woodards, Jocelyn			\$70,411		\$0	\$5,070		\$0	\$75,481
B	Community Lead Organizer									
C	None									
I	Schedule 15 Representational Activities	5 %	Schedule 16 Political Activities and Lobbying	90 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	5 %
A	Woodward, Jason			\$36,029		\$0	\$6,181		\$0	\$42,210
B	Field Communications Asst									
C	None									
I	Schedule 15 Representational Activities	100 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	0 %	Schedule 19 Administration	0 %
A	Worrey, Stephen E			\$104,641		\$0	\$180		\$0	\$104,821
B	Chief Engineer									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
A	Zobrisky, Mark V			\$117,417		\$0	\$3,023		\$0	\$120,440
B	Facilities Manager									
C	None									
I	Schedule 15 Representational Activities	0 %	Schedule 16 Political Activities and Lobbying	0 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	100 %	Schedule 19 Administration	0 %
TOTALS RECEIVED BY EMPLOYEES MAKING LESS THAN \$10000				\$618,846	\$0	\$16,561	\$100	\$635,507		
I	Schedule 15 Representational Activities	75 %	Schedule 16 Political Activities and Lobbying	20 %	Schedule 17 Contributions	0 %	Schedule 18 General Overhead	5 %	Schedule 19 Administration	0 %
Total Employee Disbursements				\$32,819,437	\$0	\$1,722,829	\$81,772	\$34,624,038		
Less Deductions								\$11,049,425		
Net Disbursements								\$23,574,613		

Form LM-2 (Revised 2010)

SCHEDULE 13 - MEMBERSHIP STATUS

FILE NUMBER: 000-106

Category of Membership (A)	Number (B)	Voting Eligibility (C)
MEMBER-AFFIL NATL AND INTL UNIONS	8,348,153	Yes
MEMBER-DIRECTLY AFFIL LOCAL UNIONS	25	Yes
ASSOC MEMBERS-DIRECTLY AFFIL LOCAL UNION	3,219,840	No
MEMBER-DIRECT LOCAL AFFILIATES	47,502	Yes
<b>Members</b> (Total of all lines above)	11,615,520	
Agency Fee Payers*		
Total Members/Fee Payers	11,615,520	

\*Agency Fee Payers are not considered members of the labor organization.

Form LM-2 (Revised 2010)

DETAILED SUMMARY PAGE - SCHEDULES 14 THROUGH 19

FILE NUMBER: 000-106

Senator Orrin Hatch's Questions for the Record for NLRB Nominees

Questions for Nancy Schiffer

1. In early 2012, you gave a presentation for the American Bar Association criticizing Congress's oversight of the NLRB. In that paper, you listed what you called the "Top Ten Attacks on the National Labor Relations Board." Taking the top spot on your list were actions taken by Members of Congress to, among other things, "create a construct to prevent the President from exercising his Constitutional power to make recess appointments." You wrote this less than two months *after* the President unlawfully appointed two nominees to the Board.

It seems evident that you were implying that the President was justified in making these two appointments. That certainly would have been in line with statements made by other officials at the AFL-CIO, your former employer. But, I want to make sure your views are clear on the matter.

In your view, did the "construct" created by Senate Republicans justify the President's decision to make those unconstitutional appointments?

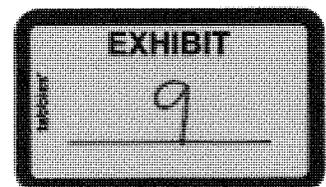
**The question of the January 2012 recess appointments is currently pending before the Supreme Court. Only the Supreme Court can answer that question, and it is not within my purview.**

2. In the same 2012 presentation, you argued that several pieces of legislation constituted "attacks" on the NLRB. Among others, your list included bills that would mandate secret ballot representation elections, create a national right to work, and exercise Congress's prerogatives under the Congressional Review Act to block administrative regulations.

Is it still your opinion that these and other bills amending U.S. labor policy constitute unfair "attacks" on the NLRB?

**The Constitution grants Congress the authority to amend statutes including the National Labor Relations Act. My presentation did not state otherwise. I believe Congress has the right to amend statutes.**

**In my presentation at the Midwinter meeting of the ABA Committee on Practice & Procedure before the National Labor Relations Board, I highlighted actions by Congress which sought to change, influence, and affect the National Labor Relations Act and the National Labor Relations Board, in connection with my role as an advocate on behalf of the AFL-CIO. The purpose of my presentation was to provide a thorough list of Congressional actions relating to the National Labor Relations Board since the Agency is the subject matter of the ABA Committee on Practice & Procedure before the National Labor Relations Board and the primary practice area of its members,**



**including management and union representatives as well as neutrals. I understand that such measures are within the legitimate authority of Congress and respect Congress' right to take such actions.**

3. One of the most high-profile actions taken by the Board in recent years was the decision by the Acting General Counsel to file a complaint against Boeing for building a new plant to perform new work in South Carolina, a right-to-work state.

In your 2012 ABA presentation, you publicly criticized members of Congress who took issue with the Boeing Complaint, saying that, with the complaint, "Republicans had an issue they believed they could ride all the way to the 2012 elections." In addition, leaders at the AFL-CIO, your former employer, cheered the Boeing Complaint and expressed a hope that similar complaints would be filed elsewhere.

- a. What are your personal legal views on the merits of the Boeing Complaint?

**I was not privy to the deliberations that led to the issuance of the Boeing Complaint. It is the role of the General Counsel to make determinations regarding charges brought before him and to refer such cases for hearing and adjudication on the merits. The General Counsel's determination is not a final determination on the merits on the case. I have no view on the ultimate merits of the case. Since no hearing was ever completed in connection with the Boeing Complaint, there is no public record of testimony and documents; and no publicly available briefs were filed. It is my understanding that the matter was resolved to the satisfaction of the parties and that the complaint was therefore withdrawn.**

- b. Is it still your opinion that congressional inquiries into the Acting General Counsel's decision-making process with regard to the Boeing Complaint constituted personal and unfair attacks?

**I believe in the right and obligation of Congress to engage in oversight. In my ABA presentation, I also listed certain rhetoric, some of which was directed personally at the Acting General Counsel and career staff and was not attributed to Members of Congress or linked to any specific Congressional action. If confirmed, I pledge to cooperate with Congressional inquiries and oversight.**

4. In your 2012 ABA presentation, you also listed ten hearings in the House of Representatives in 2011 and 2012 examining the NLRB's actions and processes. These hearings were among the "attacks" on the NLRB discussed throughout your presentation.

- a. Is it still your opinion that these oversight hearings constituted unfair attacks on the Board?

**The Constitution grants Congress the authority to conduct oversight over federal agency activities. My presentation did not state otherwise. I believe Congress has the right to consider such matters. Again, if confirmed, I pledge to cooperate with Congressional inquiries and oversight.**

- b. In your view, is Congress entitled to hold hearings to examine activities by the NLRB that it finds questionable?

**Congress is entitled to hold oversight hearings regarding the National Labor Relations Board.**

5. You have written and spoken very extensively in support of the so-called Employee Free Choice Act. Specifically, you've made a number of public statements praising the "card check" process for unionization and disparaging secret ballot votes in union representation elections.

For example, in Congressional testimony you gave in 2004, you said that "the NLRB representation process has become really a confrontational mechanism that forces workers through this sort of endurance process in order to be able to form a union," and that "the process has become so gamed by employers as to create delay." In 2007, you testified before Congress that the NLRB election process "has become perverted. It now acts as a sword which is used by employers to frustrate employee freedom of choice and deny them their right to collective bargaining." You also said that the election process "provides a virtually insurmountable series of practical, procedural, and legal obstacles."

With these and other statements, you seem to be describing a world that doesn't exist in our current reality. The truth is this: the average time between the filing of union petition and a representation election is 38 days. That hardly seems like a system fraught with undue delays. And, over the last five years, unions have been successful in 63 percent of secret ballot representation elections. That hardly sounds like union supporters face insurmountable obstacles.

- a. Given these realities, what is the basis for your outspoken support of the Employee Free Choice Act?

**I testified as an advocate representing the positions of the AFL-CIO. I fully understand the differences in the role of an advocate and a neutral arbiter of the law. In testimony I gave in 2004, I referenced a specific case in which an election was conducted soon after a petition for representation was filed and in which approximately 500 workers chose union representation by an almost 100 vote margin. Yet those workers were not able to be represented or engage in collective bargaining for six and one half years because of post-election litigation brought by the employer. That case was recounted in my testimony for the purpose of illustrating that, in that case, conducting an election within 38 days (i.e., within the 38 day statistic) that resulted in the selection of union representation (i.e., within the 63% statistic) did not insure that the election process was not fraught with delays.**

- b. Is it still your opinion that the current NLRB election process is inherently unfair?

**Whether the election process is fair depends on the circumstances in which the process is conducted.**

- c. Can you cite anything beyond anecdotal evidence to support that opinion?

**As discussed in my answer to question three, the specific case I discussed in my 2004 testimony provides an example of election certification delays.**

**One of the key functions of the NLRB is to oversee the conduct of representation elections and to assure, so far as possible, that employees are able to make a free and un-coerced choice as to whether they want union representation. If I am confirmed as a Member of the National Labor Relations Board, I will apply the law impartially to all parties that come before the Board and make sure that cases are decided in a fair and expeditious manner. I have no preconceived agenda to change the election process. If presented with such positions, I will consider them with an open mind and make my decision based on the facts of the particular case and in consultation with my colleagues and career Board staff and with due consideration to the positions of the parties and the facts of the case.**

**Regarding the Employee Free Choice Act specifically, I believe that the changes it set forth could be achieved only through legislative action by Congress.**

6. In 2009, you gave a presentation at the Tulane Law School Multistate Labor and Employment Law Seminar about the Employee Rights Act. In that presentation, you wrote

that “those who decry the loss of secret ballots must recognize that the democracy they advocate is the ‘democracy’ of Saddam Hussein – he had secret ballot elections, but no one thinks of his regime as democratic.”

Does this statement accurately reflect your current views of those who oppose “card check” union certifications and support secret ballot union representation elections?

**In my 2009 presentation at the Tulane Law School Multistate Labor and Employment Law Seminar about the Employee Rights Act, the purpose of the statement cited was to illustrate that just because an election process results in the use of secret ballots doesn’t mean that the process is fair. Fairness depends on the facts, circumstances and procedures involved in the election process. When I was a Board Agent at the NLRB’s Detroit Regional Office, I conducted secret ballot elections in workplaces and was inspired by the demonstration of workplace democracy I had the opportunity to experience. But I also had experiences where the process was not fair, as determined after adjudication and a decision on the merits. What is essential is that voters be able to exercise their right to vote free from coercion, intimidation or other interference from either the employer or the union. This is true with respect to political elections, here and around the world, and it is also true with respect to the election process of the National Labor Relations Board.**

7. As was discussed during the hearing, in the history of the NLRB, only two other members were appointed to the Board directly after working in-house for a labor union, but neither was confirmed by the Senate. If confirmed, you would be the first such member. As you may know, the first union lawyer appointed to the Board made numerous commitments to the committee to recuse himself in matters involving his former employer. Yet, during his time on the Board, he never fully recused himself.

What standard will you use in determining whether to recuse yourself in matters before the Board that involve your former employers?

**I take my ethical obligations very seriously. This includes any obligation that I may have to recuse myself from a specific case. I will fully comply with the ethics agreement I have entered into with the NLRB and with the standards of recusal applicable to executive branch officials set forth in 5 CFR 2635 and in Executive Order No. 13490. If any case brought before me raised a question about my ethical obligations, I would consult with the Designated Agency Ethics Official (DAEO) at the National Labor Relations Board. It is my understanding that if I am confirmed to the Board, before I am sworn in, I will be fully briefed on all of applicable ethical guidelines. Further, I pledge that I will make every effort to fully comply with all of them.**

### **Question for Kent Hirozawa**

1. As a result of the D.C. Circuit's decision in *Noel Canning*, a number of the Board's past decisions will likely be up for reconsideration. As Chief Counsel to NLRB Chairman Pearce, you likely wrote many of the decisions that will likely be reconsidered by the Board.

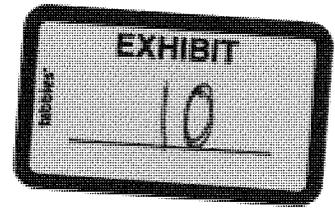
Given your close connection to these decisions, how can we believe that you will give these decisions a fair and independent review if you are confirmed?

**If confirmed, I would take my role as a neutral adjudicator of the law very seriously. I pledge to carry out my duties as a Board member fairly, impartially, and in strict accordance with the law.**

**It has been my privilege to serve as Chairman Pearce's chief counsel at the Board for the past few years. I will use that experience, along my experience as a field attorney in the Manhattan regional office of the National Labor Relations Board, and my twenty years of experience working with labor law issues in the private sector to inform my decisions as a Board member. I fully understand, however, that my role as a Board member would be to exercise independent judgment as a neutral adjudicator. I would evaluate each case with an open mind.**

UNITED STATES OFFICE OF  
GOVERNMENT ETHICS

Preventing Conflicts of Interest  
in the Executive Branch



## DO-99-015: 18 U.S.C. § 208 and Defined Benefit Pension Plans

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April 14, 1999  
DO-99-015

### MEMORANDUM

TO: Designated Agency Ethics Officials  
FROM: Stephen D. Potts  
Director  
SUBJECT: 18 U.S.C. § 208 and defined benefit pension plans

Under 18 U.S.C. § 208, an employee may not participate in a particular matter in which the employee or certain others specified in the statute have a financial interest, if the matter would have a direct and predictable effect on the financial interest. The Office of Government Ethics (OGE) in OGE Formal Advisory Letter 83 x 1, addressed the question "whether, or under what circumstances, a federal employee's vested rights in a private corporation's pension plan constitute a 'financial interest' under 18 U.S.C. § 208." In the opinion, we stated that although the facts of each situation must be examined separately, the typical pension plan is so closely linked to the sponsoring organization that a Government employee with a vested interest in the plan has a financial interest under § 208 in matters affecting the sponsoring organization unless the employee demonstrates otherwise. In accordance with 83 x 1, OGE's Public Financial Disclosure: A Reviewer's Reference, originally published in 1994, offers similar guidance on this issue.

Subsequently, in September 1995, OGE published a proposed regulation that contained an interpretation of section 208 as well as a number of exemptions from the application of section 208. See 60 Fed. Reg. 47208-47233 (September 11, 1995).<sup>(1)</sup> The preamble to that regulation, which was reviewed and approved by the Office of Legal Counsel at the Department of Justice, includes a discussion on page 47214 of the applicability of section 208 to employee pension interests. The purpose of this DAEOgram is to summarize that discussion in order to update and refine our previous guidance on this issue, and to address questions that have arisen about the continuing validity of our original advice in 83 x 1.

Most pension plans fall within one of two categories. A defined benefit plan is a type of retirement plan under which an employer makes payments to an investment pool which it holds and invests for all participating employees. Defined benefit plans are the obligation of the employer. Under this type of plan, participants receive a defined or specified benefit upon retirement, such as an annual income that is a specific percentage of the compensation received by the participant during a certain period of his employment. A defined contribution plan is a retirement plan that establishes an individual account for each participant. Under this type of plan, each participant will receive a retirement benefit that is based upon contributions to, and income generated by, the account. The amount the employee will receive under a defined contribution plan may vary depending upon the gains, losses, and expenses that are attributable to the account. Typically, the employer is the sponsoring organization of either type of pension plan.

In applying section 208 to pension plan interests, we may be concerned about an employee's participation in a

Government matter that could have an effect on the sponsoring organization that is responsible for funding or maintaining the Government employee's pension plan. This concern normally arises with defined benefit plans, rather than defined contribution plans, because the sponsor of a defined benefit plan is obligated to fund the plan. For matters affecting the sponsor of a defined contribution plan, an employee's interest is not ordinarily a disqualifying financial interest under section 208 because the sponsor is not obligated to fund the employee's pension plan.

However, with defined benefit plans, the sponsor may be so closely linked to the pension plan and the particular matter in which the employee would participate may be so significant, that the matter affecting the sponsor of the plan also will affect the sponsor's ability or willingness to pay the employee's pension. This might be the case, for example, when an employee is assigned to participate in important litigation involving a company that is his former employer and that maintains a defined benefit pension plan in which he has a vested interest. If the litigation could result in the dissolution of the sponsor organization and its subsequent inability to pay the employee's pension, the employee's interest in his pension would be a disqualifying financial interest under section 208. The employee would be disqualified from participating in the conduct of the litigation absent the issuance of a waiver under 18 U.S.C. § 208(b)(1).

OGE believes that, as a practical matter, most Governmental matters in which an employee would participate are unlikely to have a direct and predictable effect on the plan sponsor's ability or willingness to pay the employee's pension.<sup>(2)</sup> For example, an employee who worked for IBM and who has an interest in a defined benefit plan sponsored by IBM may participate in the decision to deny an award of a \$500,000 contract to IBM for the purchase of computers. Although the decision affects IBM, given the large size and financial strength of the company, the denial is unlikely to have an effect on the ability or willingness of IBM to pay the employee's pension. In such a case, the employee's interest in his defined benefit plan would not be a disqualifying financial interest under section 208.

In conclusion, we recommend that agencies no longer automatically presume that employees have a conflict of interest in matters affecting the sponsor of their defined benefit plans. If an employee is assigned to participate in a particular matter that affects the sponsor of his defined benefit plan, the employee will not ordinarily have a disqualifying financial interest in his defined benefit plan under section 208, unless the matter would have a direct and predictable effect on the sponsor's ability or willingness to pay the employee's pension benefit. Accordingly, ethics officials need not routinely issue waivers or require recusals for matters affecting the sponsors of defined benefit plans and should continue to examine each situation on an individual basis.<sup>(3)</sup>

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1. The regulation was published as a final regulation on December 18, 1996 at 61 Fed. Reg. 66830 et seq. It is codified at 5 C.F.R. part 2640.

2. For situations where an employee does have a disqualifying financial interest in an employee benefit plan, OGE has issued an exemption at 5 C.F.R. § 2640.201(c). Under this exemption, an employee may participate in a particular matter of general applicability that affects a State or local government sponsor of a pension plan. The exemption does not apply to matters involving a State or local government as a party, or to any matters involving a corporate or other nongovernmental sponsor of a pension plan.

3. Under 5 C.F.R. § 2635.502(b)(1)(i), an employee has a covered relationship with a person with whom he has a "business, contractual or other financial relationship that involves other than a routine consumer transaction." A vested interest in a defined benefit plan funded and maintained by a former employer would create a covered relationship. Therefore, in such cases, an employee should comply with the requirements of section 2635.502(a) when acting in matters involving his former employer who is the sponsor of the plan.

**U.S. Office of Government Ethics**      1201 New York Avenue, NW. Suite 500      Washington, DC 20005

74 FR 4673 Exec. Order No. 13490 2009 WL 166658 (Pres.)  
Executive Order 13490

Ethics Commitments by Executive Branch Personnel

January 21, 2009

**The President**

\*4673 By the authority vested in me as President by the Constitution and the laws of the United States of America, including section 301 of title 3, United States Code, and sections 3301 and 7301 of title 5, United States Code, it is hereby ordered as follows:

Section 1. Ethics Pledge. Every appointee in every executive agency appointed on or after January 20, 2009, shall sign, and upon signing shall be contractually committed to, the following pledge upon becoming an appointee:

“As a condition, and in consideration, of my employment in the United States Government in a position invested with the public trust, I commit myself to the following obligations, which I understand are binding on me and are enforceable under law:

“1. Lobbyist Gift Ban. I will not accept gifts from registered lobbyists or lobbying organizations for the duration of my service as an appointee.

“2. Revolving Door Ban\_All Appointees Entering Government. I will not for a period of 2 years from the date of my appointment participate in any particular matter involving specific parties that is directly and substantially related to my former employer or former clients, including regulations and contracts.

“3. Revolving Door Ban\_Lobbyists Entering Government. If I was a registered lobbyist within the 2 years before the date of my appointment, in addition to abiding by the limitations of paragraph 2, I will not for a period of 2 years after the date of my appointment:

(a) participate in any particular matter on which I lobbied within the 2 years before the date of my appointment;

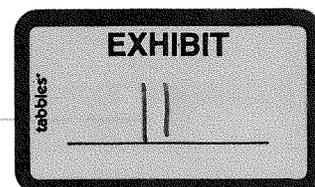
(b) participate in the specific issue area in which that particular matter falls; or

(c) seek or accept employment with any executive agency that I lobbied within the 2 years before the date of my appointment.

“4. Revolving Door Ban\_Appointees Leaving Government. If, upon my departure from the Government, I am covered by the post-employment restrictions on communicating with employees of my former executive agency set forth in section 207(c) of title 18, United States Code, I agree that I will abide by those restrictions for a period of 2 years following the end of my appointment.

“5. Revolving Door Ban\_Appointees Leaving Government to Lobby. In addition to abiding by the limitations of paragraph 4, I also agree, upon leaving Government service, not to lobby any covered executive branch official or non-career Senior Executive Service appointee for the remainder of the Administration.

“6. Employment Qualification Commitment. I agree that any hiring or other employment decisions I make will be based on the candidate's qualifications, competence, and experience.



"7. Assent to Enforcement. I acknowledge that the Executive Order entitled 'Ethics Commitments by Executive Branch Personnel,' issued by the President on January 21, 2009, which I have read before signing this document, defines certain of the terms applicable to the foregoing obligations and sets forth \*4674 the methods for enforcing them. I expressly accept the provisions of that Executive Order as a part of this agreement and as binding on me. I understand that the terms of this pledge are in addition to any statutory or other legal restrictions applicable to me by virtue of Federal Government service."

Sec. 2. Definitions. As used herein and in the pledge set forth in section 1 of this order:

(a) "Executive agency" shall include each "executive agency" as defined by section 105 of title 5, United States Code, and shall include the Executive Office of the President; provided, however, that for purposes of this order "executive agency" shall include the United States Postal Service and Postal Regulatory Commission, but shall exclude the Government Accountability Office.

(b) "Appointee" shall include every full-time, non-career Presidential or Vice-Presidential appointee, non-career appointee in the Senior Executive Service (or other SES-type system), and appointee to a position that has been excepted from the competitive service by reason of being of a confidential or policymaking character (Schedule C and other positions excepted under comparable criteria) in an executive agency. It does not include any person appointed as a member of the Senior Foreign Service or solely as a uniformed service commissioned officer.

(c) "Gift"

(1) shall have the definition set forth in section 2635.203(b) of title 5, Code of Federal Regulations;

(2) shall include gifts that are solicited or accepted indirectly as defined at section 2635.203(f) of title 5, Code of Federal Regulations; and

(3) shall exclude those items excluded by sections 2635.204(b), (c), (e)(1) & (3) and (j)-(l) of title 5, Code of Federal Regulations.

(d) "Covered executive branch official" and "lobbyist" shall have the definitions set forth in section 1602 of title 2, United States Code.

(e) "Registered lobbyist or lobbying organization" shall mean a lobbyist or an organization filing a registration pursuant to section 1603(a) of title 2, United States Code, and in the case of an organization filing such a registration, "registered lobbyist" shall include each of the lobbyists identified therein.

(f) "Lobby" and "lobbied" shall mean to act or have acted as a registered lobbyist.

(g) "Particular matter" shall have the same meaning as set forth in section 207 of title 18, United States Code, and section 2635.402(b)(3) of title 5, Code of Federal Regulations.

(h) "Particular matter involving specific parties" shall have the same meaning as set forth in section 2641.201(h) of title 5, Code of Federal Regulations, except that it shall also include any meeting or other communication relating to the performance of one's official duties with a former employer or former client, unless the communication applies to a particular matter of general applicability and participation in the meeting or other event is open to all interested parties.

(i) "Former employer" is any person for whom the appointee has within the 2 years prior to the date of his or her appointment served as an employee, officer, director, trustee, or general partner, except that "former employer" does not include any executive agency or other entity of the Federal Government, State or local government, the District of Columbia, Native American tribe, or any United States territory or possession.

(j) "Former client" is any person for whom the appointee served personally as agent, attorney, or consultant within the 2 years prior to the date of his or her appointment, but excluding instances where the service provided was limited to a speech or similar appearance. It does not include clients \*4675 of the appointee's former employer to whom the appointee did not personally provide services.

(k) "Directly and substantially related to my former employer or former clients" shall mean matters in which the appointee's former employer or a former client is a party or represents a party.

(l) "Participate" means to participate personally and substantially.

(m) "Post-employment restrictions" shall include the provisions and exceptions in section 207(c) of title 18, United States Code, and the implementing regulations.

(n) "Government official" means any employee of the executive branch.

(o) "Administration" means all terms of office of the incumbent President serving at the time of the appointment of an appointee covered by this order.

(p) "Pledge" means the ethics pledge set forth in section 1 of this order.

(q) All references to provisions of law and regulations shall refer to such provisions as in effect on January 20, 2009.

Sec. 3. Waiver. (a) The Director of the Office of Management and Budget, or his or her designee, in consultation with the Counsel to the President or his or her designee, may grant to any current or former appointee a written waiver of any restrictions contained in the pledge signed by such appointee if, and to the extent that, the Director of the Office of Management and Budget, or his or her designee, certifies in writing (i) that the literal application of the restriction is inconsistent with the purposes of the restriction, or (ii) that it is in the public interest to grant the waiver. A waiver shall take effect when the certification is signed by the Director of the Office of Management and Budget or his or her designee.

(b) The public interest shall include, but not be limited to, exigent circumstances relating to national security or to the economy. De minimis contact with an executive agency shall be cause for a waiver of the restrictions contained in paragraph 3 of the pledge.

Sec. 4. Administration. (a) The head of every executive agency shall, in consultation with the Director of the Office of Government Ethics, establish such rules or procedures (conforming as nearly as practicable to the agency's general ethics rules and procedures, including those relating to designated agency ethics officers) as are necessary or appropriate to ensure that every appointee in the agency signs the pledge upon assuming the appointed office or otherwise becoming an appointee; to ensure that compliance with paragraph 3 of the pledge is addressed in a written ethics agreement with each appointee to whom it applies, which agreement shall also be approved by the Counsel to the President or his or her designee prior to the appointee commencing work; to ensure that spousal employment issues and other conflicts not expressly addressed by the pledge are addressed in ethics agreements with appointees or, where no such agreements are required, through ethics counseling; and generally to ensure compliance with this order within the agency.

(b) With respect to the Executive Office of the President, the duties set forth in section 4(a) shall be the responsibility of the Counsel to the President or his or her designee.

(c) The Director of the Office of Government Ethics shall:

(1) ensure that the pledge and a copy of this order are made available for use by agencies in fulfilling their duties under section 4(a) above;

(2) in consultation with the Attorney General or the Counsel to the President or their designees, when appropriate, assist designated agency ethics officers in providing advice to current or former appointees regarding the application of the pledge; and

(3) in consultation with the Attorney General and the Counsel to the President or their designees, adopt such rules or procedures as are necessary or appropriate: **\*4676**

(i) to carry out the foregoing responsibilities;

(ii) to apply the lobbyist gift ban set forth in paragraph 1 of the pledge to all executive branch employees;

(iii) to authorize limited exceptions to the lobbyist gift ban for circumstances that do not implicate the purposes of the ban;

(iv) to make clear that no person shall have violated the lobbyist gift ban if the person properly disposes of a gift as provided by section 2635.205 of title 5, Code of Federal Regulations;

(v) to ensure that existing rules and procedures for Government employees engaged in negotiations for future employment with private businesses that are affected by their official actions do not affect the integrity of the Government's programs and operations;

(vi) to ensure, in consultation with the Director of the Office of Personnel Management, that the requirement set forth in paragraph 6 of the pledge is honored by every employee of the executive branch;

(4) in consultation with the Director of the Office of Management and Budget, report to the President on whether full compliance is being achieved with existing laws and regulations governing executive branch procurement lobbying disclosure and on steps the executive branch can take to expand to the fullest extent practicable disclosure of such executive branch procurement lobbying and of lobbying for presidential pardons, and to include in the report both immediate action the executive branch can take and, if necessary, recommendations for legislation; and

(5) provide an annual public report on the administration of the pledge and this order.

(d) The Director of the Office of Government Ethics shall, in consultation with the Attorney General, the Counsel to the President, and the Director of the Office of Personnel Management, or their designees, report to the President on steps the executive branch can take to expand to the fullest extent practicable the revolving door ban set forth in paragraph 5 of the pledge to all executive branch employees who are involved in the procurement process such that they may not for 2 years after leaving Government service lobby any Government official regarding a Government contract that was under their official responsibility in the last 2 years of their Government service; and to include in the report both immediate action the executive branch can take and, if necessary, recommendations for legislation.

(e) All pledges signed by appointees, and all waiver certifications with respect thereto, shall be filed with the head of the appointee's agency for permanent retention in the appointee's official personnel folder or equivalent folder.

Sec. 5. Enforcement. (a) The contractual, fiduciary, and ethical commitments in the pledge provided for herein are solely enforceable by the United States pursuant to this section by any legally available means, including debarment proceedings within any affected executive agency or judicial civil proceedings for declaratory, injunctive, or monetary relief.

(b) Any former appointee who is determined, after notice and hearing, by the duly designated authority within any agency, to have violated his or her pledge may be barred from lobbying any officer or employee of that agency for up to 5 years in addition to the time period covered by the pledge. The head of every executive agency shall, in consultation with the Director of the Office of Government Ethics, establish procedures to implement this subsection, which procedures shall include (but not be limited to) providing for factfinding and investigation of possible violations of this order and for referrals to the Attorney General for his or her consideration pursuant to subsection (c).

(c) The Attorney General or his or her designee is authorized: **\*4677**

(1) upon receiving information regarding the possible breach of any commitment in a signed pledge, to request any appropriate Federal investigative authority to conduct such investigations as may be appropriate; and

(2) upon determining that there is a reasonable basis to believe that a breach of a commitment has occurred or will occur or continue, if not enjoined, to commence a civil action against the former employee in any United States District Court with jurisdiction to consider the matter.

(d) In any such civil action, the Attorney General or his or her designee is authorized to request any and all relief authorized by law, including but not limited to:

(1) such temporary restraining orders and preliminary and permanent injunctions as may be appropriate to restrain future, recurring, or continuing conduct by the former employee in breach of the commitments in the pledge he or she signed; and

(2) establishment of a constructive trust for the benefit of the United States, requiring an accounting and payment to the United States Treasury of all money and other things of value received by, or payable to, the former employee arising out of any breach or attempted breach of the pledge signed by the former employee.

Sec. 6. General Provisions. (a) No prior Executive Orders are repealed by this order. To the extent that this order is inconsistent with any provision of any prior Executive Order, this order shall control.

(b) If any provision of this order or the application of such provision is held to be invalid, the remainder of this order and other dissimilar applications of such provision shall not be affected.

(c) Nothing in this order shall be construed to impair or otherwise affect:

(1) authority granted by law to a department, agency, or the head thereof; or

(2) functions of the Director of the Office of Management and Budget relating to budget, administrative, or legislative proposals.

(d) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(e) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person. **\*4678**

(f) The definitions set forth in this order are solely applicable to the terms of this order, and are not otherwise intended to impair or affect existing law.

BARACK OBAMA

THE WHITE HOUSE, January 21, 2009.

74 FR 4673 Exec. Order No. 13490 2009 WL 166658 (Pres.)

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