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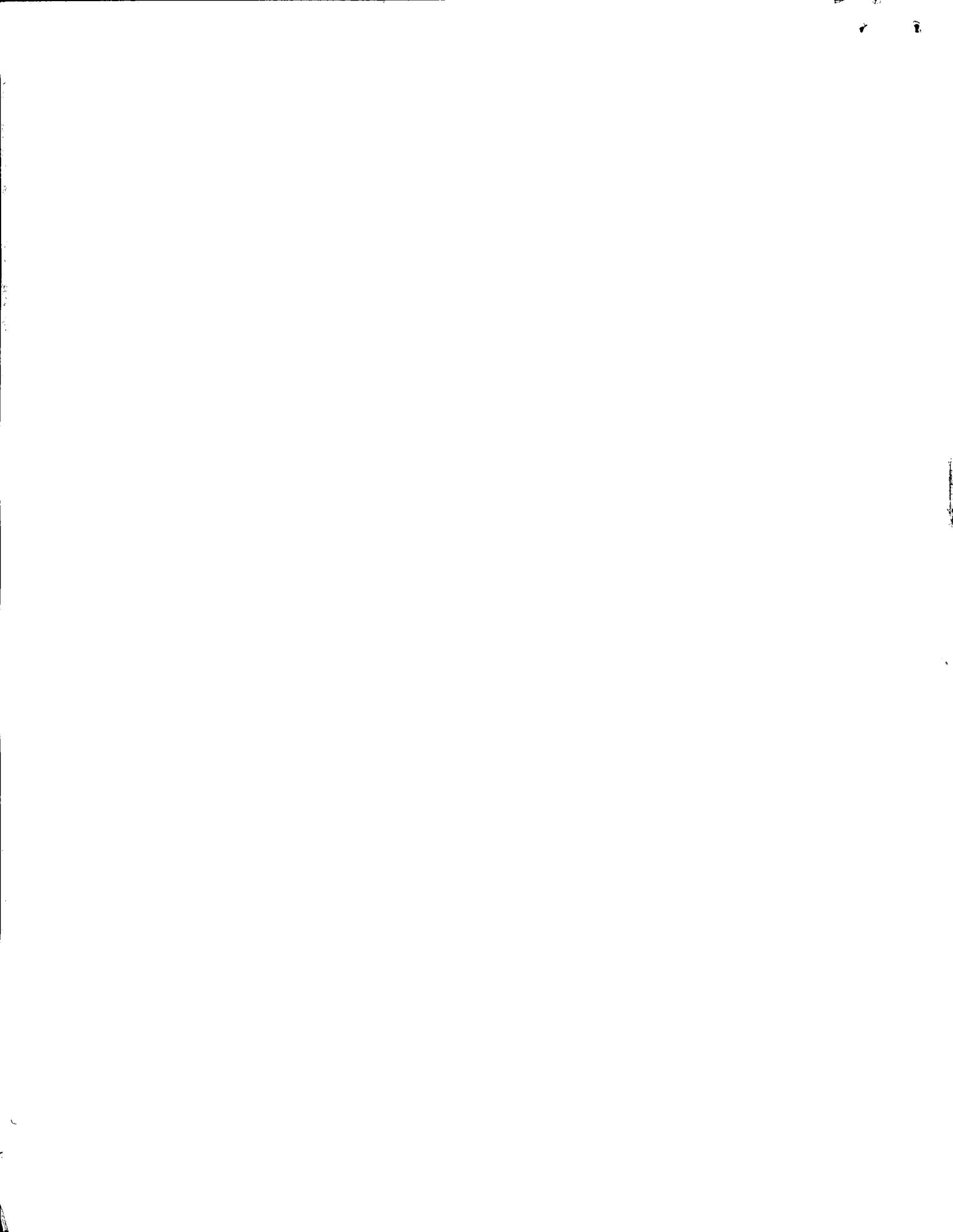
Attorneys for THE COMMITTEE TO PRESERVE THE
RELIGIOUS RIGHT TO ORGANIZE

UNITED STATES OF AMERICA
NATIONAL LABOR RELATIONS BOARD

In Re Recusal of William Emanuel

The Committee to Preserve the Religious Right
to Organize

**IN RE RECUSAL OF WILLIAM
EMANUEL**



The Committee to Preserve the Religious Right to Organize, a person, requests that the Board issue an Order that William J. Emanuel be recused from considering any Board matters until the Littler Mendelson law firm and the Jones Day law firm submit complete lists of their clients so that the Board, Member Emanuel, and the public can determine whether it is necessary that Member Emanuel recuse himself from considering certain cases before the Board.

This request requires urgent consideration. Otherwise, there is a serious risk that Member Emanuel will consider cases in violation of ethics rules.

1. The Committee to Preserve the Religious Right to Organize is a person. *See Citizens United v. Federal Election Commission*, 558 U.S. 310 (2010). It is also a Charging Party before the Board. The Committee consists of various individuals and organizations including employees or former employees within the meaning of the Act.

2. The Committee has participated in National Labor Relations Board proceedings. *See, e.g., The Committee to Preserve the Religious Right to Organize v. National Labor Relations Board*, Case No. 16-2297 (Seventh Cir.) on Petition for Review and Cross-Petition for Enforcement from *Hobby Lobby Stores, Inc.*, 363 NLRB No. 195 (2016) (the Committee as Charging Party); *Hobby Lobby Stores, Inc.*, Case 20-CA-162492 (Committee was the Charging Party), and currently *The Trump Corporation*, Case 02-CA-183801 and *Trump Vineyard Estates*, Case 05-CA-190783 (case closed in 2017). There is no doubt that the Committee is not only a person but is a proper Charging Party before the Board.

3. It is undisputed that Member Emanuel was a shareholder at Littler Mendelson for many years before he took his seat on the Board. He was also previously a shareholder at the Jones Day law firm.

4. According to the submissions that Member Emanuel made on OGE Form 278e, he received substantial income from named clients of Littler Mendelson. Although he has not received any income recently from representation of clients while working for the Jones Day law firm, at least as disclosed on the form, he remains a participant in the Jones Day Qualified Defined Benefit Plan. *See Exhibit A.*



5. Recently, 12 Senators signed a letter, which was forwarded to Member Emanuel, asking that he take appropriate action to recuse himself from cases regarding any former clients. *See* Exhibit B. That letter specifically requests as follows:

Per your commitment during your July 13, 2017 confirmation hearing to recuse yourself from “all cases involving [your] law firm,” please provide a list of all current clients of Littler Mendelson.

The Senators properly requested Member Emanuel to recuse himself from all cases pending before the Board involving clients that he claims to have directly represented. *See* Executive Order 13770(1)(6); 5 Code of Federal Regulations §§ 2635.101 and 2635.502; 18 U.S.C. § 208.

6. However, Member Emanuel has failed to comply with the Senators’ request. The list attached to Member Emanuel’s OGE Form 278e only contains clients that he claims to have generated a substantial income. Member Emanuel is unclear as to whether he personally earned the income or his law firm earned the income while representing these clients. The Littler Mendelson firm is the nation’s largest employment firm. It has offices in 75 locations in the United States and abroad and advertises on its website that it has 1,300 attorneys. *See* <https://www.littler.com/about-littler>. Consequently, Littler Mendelson must have thousands of paying clients (and perhaps even a very few non-paying clients). Many of these clients cannot be found by searching the NLRB’s website or any public records. As a shareholder of Littler Mendelson, Member Emanuel would have had a financial interest related to any client represented by the firm, save the unlikely case where the client paid no legal fees.

7. The list attached to Member Emanuel’s OGE Form 278e omits most clients of his law firm. Most likely, Member Emanuel has failed to disclose thousands of clients that generated income for Littler Mendelson and, by extrapolation, for shareholder Member Emanuel himself. Thus, under the ethics rules, he must recuse himself from any case before the Board involving a party that Littler Mendelson represented at any point during the last three years. *See*

Executive Order 13770(1)(6); 5 Code of Federal Regulations §§ 2635.101 and 2635.502;
18 U.S.C. § 208.

8. Given the vast size of Littler Mendelson, Member Emanuel likely does not know or remember all the clients represented by the firm. The Members of the Board do not know those clients and consequently cannot ensure Member Emanuel's recusal in all appropriate cases. The parties also do not know those clients and cannot request recusal based on conflict of interest. The public also does not know those clients. Thus, the integrity of the Board is compromised by a potential conflict of interest if Member Emanuel decides any cases without the disclosure of all clients represented by Littler Mendelson in the last two years.

9. To ensure transparency and complete compliance with the ethics rules, Member Emanuel must recuse himself from all cases until Littler Mendelson provides a public document listing all of its clients. Only then can the public, Member Emanuel, other Members of the Board, General Counsel and the parties make informed requests for recusal in appropriate cases.

10. It would not be sufficient for Littler Mendelson to provide a list of clients that it believes are before the Board. There are cases in many stages of litigation, including before Administrative Law Judges, where interim motions, special appeals or other proceedings come before the Board. The same is true of representation cases. Littler Mendelson may not know that a representation case is on-going with a client if that client or former client is using another lawyer or no lawyer. Such cases may come before the Board without any notice. Thus, to ensure complete transparency, Littler Mendelson should provide a complete public list of all clients that it represented in the last two years dated from when Member Emanuel was sworn in.

11. Similarly, the Jones Day firm must produce a public list of its clients during the last two years. That list can assure the public, as well as other Members of the Board and the

parties to litigation, that Member Emanuel will recuse himself from any case that involves a client of Jones Day. That list must also include all clients which it may have represented at any time during Member Emanuel's association with the firm which have cases pending before the Board.

12. Members of the National Labor Relations Board are executive branch employees bound by two sets of ethical standards: the Standards of Ethical Conduct for Employees of the Executive Branch established in Title 5 of the Code of Federal Regulations, and the Ethics Commitments by Executive Branch Appointees set forth by Executive Order 13770. Executive branch employees are also regulated by certain restrictions found in 18 U.S.C. § 208.

13. The Code of Federal Regulations ("Code") prohibits government employees from acting partially towards a private organization or individual, 5 C.F.R. § 2635.101(b)(8), and requires government employees to "endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards set forth in this part." *Id.* § 2635.101(b)(14). An employee "should not participate" in any matter where the employee was employed by one of the parties within the last year, or where "the employee determines that the circumstances would cause a reasonable person with knowledge of the relevant facts to question his impartiality in the matter," unless a designated agency official is informed of the appearance problem and gives his or her authorization. *Id.* § 2645.502.

14. Here, Member Emanuel is likely to act partially toward a party before the Board that was represented by his former law firms. Member Emanuel worked for many years in the law firms. He is likely to have a bias, perhaps a subconscious one, toward any client of the firms. Any ruling favoring a former client of either law firm "creat[es] the appearance that [Member Emanuel is] violating the law or . . . ethical standards." Consequently, "a reasonable

person with knowledge of the relevant facts” would question Member Emanuel’s impartiality in deciding cases where a party has generated substantial income for Member Emanuel when he was a shareholder of Littler Mendelson or Jones Day.

15. Executive Order 13770 (“Executive Order”) prohibits executive branch employees, for a period of two years from the date of appointment, from “participat[ing] in any particular matter involving specific parties that is directly and substantially related to [her or his] former employer or former clients. . . .” Ex. Order 13770, 82 Fed. Reg. 9333 (Jan. 28, 2017). A matter is “[d]irectly and substantially related” if “the appointee’s former employer or a former client is a party or represents a party.” *Id.* “Former client”¹ includes persons whom the “appointee served personally as agent, attorney, or consultant within the 2 years prior to the date of his or her appointment,” and “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.” *Id.* The Code imposes the same restriction for a one-year period.

16. Here, Member Emanuel was a shareholder and employee of Littler Mendelson prior to his appointment to the Board. Any client that has been represented by Littler Mendelson in the last two years is “directly and substantially related” to Member Emanuel’s former employer. Thus, Member Emanuel should not participate in any case involving a current or former Littler Mendelson client.

17. Under 18 U.S.C. § 208, every officer and employee of the executive branch and

¹ “‘Former client’ . . . does not include clients of the appointee’s former employer to whom the appointee did not personally provide services.” Ex. Order 13770, 82 Fed. Reg. 9333 (Jan. 28, 2017). This provision must be read to apply only to associates of law firms. Shareholders pool their resources and profits. Thus, each shareholder, regardless of her function at the firm, is personally responsible for providing services to the client and personally benefits financially from the client’s legal fees.

any independent agency of the United States is forbidden from participating “in a judicial or other proceeding, application, request for a ruling or other determination, [when] ... to his knowledge, he ... has a financial interest” in the matter, unless the officer or employee has advised the government official responsible for his or her appointment of “the nature and circumstances of the judicial or other proceeding, application, request for a ruling or other determination[,] ... makes full disclosure of the financial interest and receives in advance a written determination made by such official that the interest is not so substantial as to be deemed likely to affect the integrity of the services which the Government may expect from such officer or employee.” 18 U.S.C. § 208. To constitute a violation, the matter must have a “direct and predictable effect” on the financial interest at issue, meaning there must be a “close causal link between any decision or action to be taken in the matter and any expected effect of the matter on the financial interest.” 5 C.F.R. § 2635.402.

18. Here, Member Emanuel has a “close causal link between any decision” involving a current or former Jones Day employee and the “expected effect of the matter on [Member Emanuel’s] financial interest.” As noted, Member Emanuel participates in Jones Day’s Qualified Defined Benefit Plan. He has a financial interest in the solvency of the Jones Day law firm. Thus, Member Emanuel cannot hear any matter where the client is represented by Jones Day.

19. The 12 Senators are correct that Member Emanuel must recuse himself as required by his ethical obligations. It is also clear that he must recuse himself from any case in which his former firms, Littler Mendelson and Jones Day, represented a client in any case or matter or performed any services.

20. Littler Mendelson and Jones Day represented many clients in matters which are not made public through court or other filings. They have presumably thousands of clients with whom they have established attorney client relationships. They must be disclosed because the public, the parties, other Board members and Member Emanuel himself do not know the identity of these clients.

21. For example, this is reflected in Verizon Wireless and Communication Workers of America, AFL-CIO, et al., Cases 02-CA-157403, 02-CA-156761, 04-CA-156043, 05-CA-156053, 31-CA-161472. In that case, the Jones Day law firm represents Verizon. Member Emanuel must recuse himself from that case. Additionally, Verizon has used Littler Mendelson during the last three years to represent it in other cases. This is an alternative ground for Member Emanuel to recuse himself. *See* Exhibit C (listing known Verizon cases where the Littler Mendelson firm was retained). It is likely that there are many similar instances that are unknown because there are no public lists of Littler Mendelson' or Jones Days' clients.

22. This motion is urgent. The Board reviews and decides cases on a daily basis, including representation matters requiring quick decisions by the Board. There are numerous Board cases that are pending. Motions and Interim Appeals are filed daily. Only if Member Emanuel immediately recuses himself from all cases can the ethics requirements be fully satisfied. Member Emanuel should voluntarily recuse himself until these matters are resolved. Alternatively, the Board should order that Member Emanuel be recused from all cases until these matters are resolved. Any failure of Member Emanuel to recuse himself should be referred to the Ethics Officer and the Inspector General.

Dated: November 20, 2017

WEINBERG, ROGER & ROSENFELD
A Professional Corporation

By: /s/ David A. Rosenfeld
 David A. Rosenfeld

Attorneys for THE COMMITTEE TO PRESERVE
THE RELIGIOUS RIGHT TO ORGANIZE

144310943274

PROOF OF SERVICE

I am a citizen of the United States and resident of the State of California. I am employed in the County of Alameda, State of California, in the office of a member of the bar of this Court, at whose direction this service was made. I am over the age of eighteen years and not a party to the within action.

On November 20, 2017, I served the following documents in the manner described below:

IN RE RECUSAL OF WILLIAM EMANUEL

- (BY ELECTRONIC SERVICE: By electronically mailing a true and correct copy through Weinberg, Roger & Rosenfeld's electronic mail system from kkempler@unioncounsel.net to the email addresses set forth below.

On the following part(ies) in this action:

Gary Shinnars
Executive Secretary
National Labor Relations Board
1015 Half Street SE
Washington, D.C. 20570-0001
gary.shinnars@nlrb.gov

William J. Emanuel
Board Member
National Labor Relations Board
1015 Half Street SE
Washington, D.C. 20570-0001
william.emmanuel@nlrb.gov

Jennifer Abruzzo
Deputy General Counsel
National Labor Relations Board
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Philip A. Miscimarra
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Lori W. Ketcham
Associate General Counsel, Ethics
Designated Agency Ethics Official
National Labor Relations Board
1015 Half Street SE
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lori.ketcham@nlrb.gov

David P. Berry
Inspector General
Office of the Inspector General
National Labor Relations Board
1015 Half Street SE
Washington, D.C. 20570-0001
david.berry@nlrb.gov

- (BY OVERNIGHT MAIL) I am personally and readily familiar with the business practice of Weinberg, Roger & Rosenfeld for collection and processing of correspondence for overnight delivery, and I caused such document(s) described herein to be deposited for delivery to a facility regularly maintained by United Parcel Service for overnight delivery.

Gary Shinnors
Executive Secretary
National Labor Relations Board
1015 Half Street SE
Washington, D.C. 20570-0001

I declare under penalty of perjury under the laws of the United States of America that the foregoing is true and correct. Executed on November 20, 2017, at Alameda, California.

/s/ Karen Kempler
Karen Kempler

EXHIBIT A

June 30, 2017

Lori W. Ketcham
Associate General Counsel, Ethics
Designated Agency Ethics Official
National Labor Relations Board
1015 Half Street S.E.
Washington, D.C. 20570

Dear Ms. Ketcham:

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 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 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.

Upon confirmation, I will resign from my position with the law firm of Little Mendelson PC. I currently have a capital account with the firm, and I will receive a refund of that account within 3 years of my resignation. Additionally, when I resign from the firm, a fixed amount will be established to cover any funds owed to me under the firm's salary hold back policy. This fixed payment will cover compensation earned, but withheld, prior to my confirmation. I will receive that fixed amount in early 2018. Until I receive the refund of my capital account and the fixed hold back payment, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of the firm to pay these obligations, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). For a period of one year after my resignation, I also will not participate personally and substantially in any particular matter involving specific parties in which I know the firm is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d). In addition, I will not participate personally and substantially in any particular matter involving specific parties in which I know a former client of mine is a party or represents a party, for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I was previously employed by the Jones Day law firm. I am a participant in Jones Day's Qualified Defined Benefit Plan. Because I will continue to participate in this plan, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of Jones Day to provide

this contractual benefit to me, unless I first obtain a written waiver under 18 USC 208(b)(1), or qualify for a regulatory exemption under 18 USC 208(b)(2).

Upon confirmation, I will resign from my position with the Wine and Food Society of Southern California, Inc. For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know the Wine and Food Society of Southern California, Inc. is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I will retain my position as a trustee of the Emanuel Family Trust. I will not receive any fees for the services that I provide as a trustee during my appointment to the position of Board Member. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the Emanuel Family Trust, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds.

I understand that as an appointee I am required to sign the Ethics Pledge (Executive Order No. 13770) 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.

I will meet in person with you during the first week of my service in the position of Board Member in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

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

Sincerely,


William Emanuel

Executive Branch Personnel Public Financial Disclosure Report (OGE Form 278e)

Filer's Information

Emanuel, William Joesph

Member, National Labor Relations Board

Other Federal Government Positions Held During the Preceding 12 Months:

None

Names of Congressional Committees Considering Nomination:

- **Committee on Health, Education, Labor, and Pensions**

Electronic Signature - I certify that the statements I have made in this form are true, complete and correct to the best of my knowledge.

/s/ Emanuel, William Joesph [electronically signed on 05/02/2017 by Emanuel, William Joesph in Integrity.gov]

Agency Ethics Official's Opinion - On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (subject to any comments below).

/s/ Ketcham, Lori W, Certifying Official [electronically signed on 07/03/2017 by Ketcham, Lori W in Integrity.gov]

Other review conducted by

/s/ Gilman, Joseph S, Ethics Official [electronically signed on 07/03/2017 by Gilman, Joseph S in Integrity.gov]

U.S. Office of Government Ethics Certification

/s/ Apol, David, Certifying Official [electronically signed on 07/05/2017 by Apol, David in Integrity.gov]

1. Filer's Positions Held Outside United States Government

#	ORGANIZATION NAME	CITY, STATE	ORGANIZATION TYPE	POSITION HELD	FROM	TO
1	Littlef Mendelson PC	Los Angeles, California	Law Firm	Shareholder	7/2004	Present
2	Wine and Food Society of Southern California, Inc.	Los Angeles, California	Non-Profit	Board of Directors	6/2011	Present
3	Emanuel Family Trust	Los Angeles, California	Trust	Trustee	9/2007	Present

2. Filer's Employment Assets & Income and Retirement Accounts

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	Littler Mendelson PC (law firm)	N/A		Salary	\$417,770
2	Littler Mendelson PC capital account	N/A	\$50,001 - \$100,000		None (or less than \$201)
3	Littler Mendelson 401(k) Plan	No			
3.1	MFS Total Return R3 Fund	Yes	\$500,001 - \$1,000,000		\$15,001 - \$50,000
4	Wells Fargo IRA	No			
4.1	BlackRock Liquidity Funds T-Fund Institutional Shares Fund	Yes	\$15,001 - \$50,000		\$5,001 - \$15,000
4.2	Dodge and Cox Income Fund	Yes	\$250,001 - \$500,000		\$5,001 - \$15,000
4.3	T. Rowe Price Short-Term Bond Fund	Yes	\$50,001 - \$100,000		\$1,001 - \$2,500
4.4	Metropolitan West Total Return Bond Fund Class I	Yes	\$250,001 - \$500,000		\$2,501 - \$5,000
4.5	Eaton Vance Floating Rate Fund	Yes	\$50,001 - \$100,000		\$1,001 - \$2,500

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
4.6	PIMCO High Yield Fund INST	Yes	\$50,001 - \$100,000		\$2,501 - \$5,000
4.7	Harbor Capital Appreciation Instl Fund	Yes	\$100,001 - \$250,000		\$201 - \$1,000
4.8	MFS Value Fund - Class I	Yes	\$100,001 - \$250,000		\$2,501 - \$5,000
4.9	Vanguard 500 Index Fund Admiral	Yes	\$100,001 - \$250,000		\$2,501 - \$5,000
4.10	Principal MidCap Institutional Fund	Yes	\$100,001 - \$250,000		\$201 - \$1,000
4.11	Undiscovered Managers Behavioral Value Fund - L	Yes	\$50,001 - \$100,000		\$201 - \$1,000
4.12	Dodge & Cox International Stock Fund	Yes	\$100,001 - \$250,000		\$2,501 - \$5,000
4.13	Harbor International Fund Institutional Shares	Yes	\$100,001 - \$250,000		\$1,001 - \$2,500
4.14	T. Rowe Price Instl Emerging Mkts Eq	Yes	\$50,001 - \$100,000		\$201 - \$1,000
4.15	Cohen & Steers Instl Realty Shares	Yes	\$100,001 - \$250,000		\$5,001 - \$15,000
4.16	Fidelity Advisor International Real Estate Fund	Yes	\$15,001 - \$50,000		\$201 - \$1,000
4.17	Driehaus Active Income Fund	Yes	\$100,001 - \$250,000		\$2,501 - \$5,000
4.18	Eaton Vance Global Macro Absolute Return Advantage Fund	Yes	\$50,001 - \$100,000		\$1,001 - \$2,500
4.19	ASG Global Alternatives Y	Yes	\$15,001 - \$50,000		None (or less than \$201)
5	Jones Day Qualified Defined Benefit Plan (value not readily ascertainable)	N/A		Retirement Payments (Annual)	\$15,500
6	Littler Mendelson PC Anticipated Hold Back Payment	N/A	\$15,001 - \$50,000		None (or less than \$201)

3. Filer's Employment Agreements and Arrangements

#	EMPLOYER OR PARTY	CITY, STATE	STATUS AND TERMS	DATE
1	Littler Mendelson PC - Capital Account	Los Angeles, California	Pursuant to the terms of the agreement with the firm, when filer leaves the firm, his capital account will be paid back over the course of 3 years (or possibly sooner). The balance of the capital account is already established.	7/2004
2	Jones Day Qualified Defined Benefit Plan	Los Angeles, California	I will continue to participate in this defined benefit plan.	1/1998
3	Littler Mendelson 401(k) Plan	Los Angeles, California	I will continue to participate in this defined contribution plan. The plan sponsor will not make further contributions after my separation.	7/2004
4	Littler Mendelson PC	Los Angeles, California	When the filer leaves the firm a fixed amount will be established to cover any funds owed to him under the firm's salary hold back. That fixed amount will be paid to the filer shortly after the end of 2017.	5/2017

4. Filer's Sources of Compensation Exceeding \$5,000 in a Year

#	SOURCE NAME	CITY, STATE	BRIEF DESCRIPTION OF DUTIES
1	Littler Mendelson PC	Los Angeles, California	Legal Services
2	Amtrust Financial Services, Inc.	New York, New York	Legal Services
3	Atlas Air, Inc.	Purchase, New York	Legal Services
4	Automatic Labs, Inc.	San Francisco, California	Legal Services
5	Banker's Toolbox	Austin, Texas	Legal Services
6	BDI Insulation	Bakersfield, California	Legal Services

#	SOURCE NAME	CITY, STATE	BRIEF DESCRIPTION OF DUTIES
7	Bio-Reference Laboratories Inc.	Elmwood Park, New Jersey	Legal Services
8	BMC Stock Holdings Inc.	Atlanta, Georgia	Legal Services
9	CBRE	Los Angeles, California	Legal Services
10	Cipriani USA Inc	New York, New York	Legal Services
11	Community Bank	Syracuse, New York	Legal Services
12	Consolidated Equipment Group, LLC	Alexandria, Minnesota	Legal Services
13	Emcor Group Inc	Norwalk, Connecticut	Legal Services
14	Encore Capital Group	San Diego, California	Legal Services
15	Enterprise Products Partners L.P.	Houston, Texas	Legal Services
16	FedEx Freight	Harrison, Arizona	Legal Services
17	Genesis HealthCare	Lake Forest, California	Legal Services
18	Haggen Inc	Bellingham, Washington	Legal Services
19	Handy	New York, New York	Legal Services
20	ICON Aircraft	Vacaville, California	Legal Services
21	Internet Brands, Inc.	El Segundo, California	Legal Services
22	Irell & Manella LLP	Los Angeles, California	Legal Services
23	JPMorgan Chase Bank, N.A.	New York, New York	Legal Services

#	SOURCE NAME	CITY, STATE	BRIEF DESCRIPTION OF DUTIES
24	KDN Management Inc	Los Angeles, California	Legal Services
25	L&R Group of Companies	Los Angeles, California	Legal Services
26	La Quinta Car Wash	La Quinta, California	Legal Services
27	Los Angeles Unified School District	Los Angeles, California	Legal Services
28	M&T Bank	Buffalo, New York	Legal Services
29	MasTec, Inc.	Coral Gables, Florida	Legal Services
30	MiaSolé Hi-Tech Corp.	Santa Clara, California	Legal Services
31	National Freight Inc	Cherry Hill, New Jersey	Legal Services
32	Nissan North America, Inc.	Canton, Mississippi	Legal Services
33	Pacific Steel Casting Company LLC	Berkeley, California	Legal Services
34	Panda Restaurant Group, Inc.	Rosemead, California	Legal Services
35	PPG Industries, Inc.	Pittsburgh, Pennsylvania	Legal Services
36	Red Lobster	Orlando, Florida	Legal Services
37	Rite Aid Corporation	Camp Hill, Pennsylvania	Legal Services
38	Rural/Metro Corporation	Scottsdale, Arizona	Legal Services
39	Safeway Inc.	Pleasanton, California	Legal Services
40	The Salvation Army	Los Angeles, California	Legal Services

#	SOURCE NAME	CITY, STATE	BRIEF DESCRIPTION OF DUTIES
41	Seacastle Inc.	Walnut Creek, California	Legal Services
42	Securitas Security Services USA, Inc	Los Angeles, California	Legal Services
43	Serta Simmons Bedding, LLC	Atlanta, Georgia	Legal Services
44	Staples, Inc.	Framingham, Massachusetts	Legal Services
45	Sugarfina	Los Angeles, California	Legal Services
46	Toshiba America Energy Systems Corp.	Charlotte, North Carolina	Legal Services
47	Uber Technologies, Inc.	San Francisco, California	Legal Services
48	Vision Express / Wrag-Time	Gardena, California	Legal Services
49	Wilshire West, LLC	Beverly Hills, California	Legal Services

5. Spouse's Employment Assets & Income and Retirement Accounts

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	SEP IRA	N/A	\$50,001 - \$100,000	SEP IRA	\$2,790
1.1	iShares Russell 2000 ETF	Yes	\$1,001 - \$15,000		None (or less than \$201)
1.2	iShares Russell 1000 ETF	Yes	\$15,001 - \$50,000		\$201 - \$1,000
1.3	iShares 7-10 Year Treasury Bond ETF	Yes	\$15,001 - \$50,000		\$201 - \$1,000
1.4	iShares 1-3 Year Treasury Bond ETF	Yes	\$1,001 - \$15,000		None (or less than \$201)

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1.5	iShares 20+ Year Treasury Bond	Yes	\$1,001 - \$15,000		None (or less than \$201)
1.6	iShares MSCI Emerging Markets	Yes	\$1,001 - \$15,000		None (or less than \$201)
1.7	iShares MCSI EAFE Index	Yes	\$1,001 - \$15,000		None (or less than \$201)
1.8	iShares Russell Midcap	Yes	\$1,001 - \$15,000		None (or less than \$201)

6. Other Assets and Income

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	602 Santa Monica Partners LP See Endnote	No	\$1,001 - \$15,000	Limited partnership distribution	\$2,676
2	U.S. Checking account (cash)	N/A	\$15,001 - \$50,000	Interest	None (or less than \$201)

7. Transactions

(N/A) - Not required for this type of report

8. Liabilities

#	CREDITOR NAME	TYPE	AMOUNT	YEAR INCURRED	RATE	TERM
1	Wells Fargo	Mortgage on Personal Residence	\$500,001 - \$1,000,000	2016	3.25	30 Year

9. Gifts and Travel Reimbursements

(N/A) - Not required for this type of report

Endnotes

PART	#	ENDNOTE
6.	1	This represents the filer's ownership interest in a small restaurant.

Summary of Contents

1. Filer's Positions Held Outside United States Government

Part 1 discloses positions that the filer held at any time during the reporting period (excluding positions with the United States Government). Positions are reportable even if the filer did not receive compensation.

This section does not include the following: (1) positions with religious, social, fraternal, or political organizations; (2) positions solely of an honorary nature; (3) positions held as part of the filer's official duties with the United States Government; (4) mere membership in an organization; and (5) passive investment interests as a limited partner or non-managing member of a limited liability company.

2. Filer's Employment Assets & Income and Retirement Accounts

Part 2 discloses the following:

- Sources of earned and other non-investment income of the filer totaling more than \$200 during the reporting period (e.g., salary, fees, partnership share, honoraria, scholarships, and prizes)
- Assets related to the filer's business, employment, or other income-generating activities that (1) ended the reporting period with a value greater than \$1,000 or (2) produced more than \$200 in income during the reporting period (e.g., equity in business or partnership, stock options, retirement plans/accounts and their underlying holdings as appropriate, deferred compensation, and intellectual property, such as book deals and patents)

This section does not include assets or income from United States Government employment or assets that were acquired separately from the filer's business, employment, or other income-generating activities (e.g., assets purchased through a brokerage account). Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF).

3. Filer's Employment Agreements and Arrangements

Part 3 discloses agreements or arrangements that the filer had during the reporting period with an employer or former employer (except the United States Government), such as the following:

- Future employment
- Leave of absence
- Continuing payments from an employer, including severance and payments not yet received for previous work (excluding ordinary salary from a current employer)
- Continuing participation in an employee welfare, retirement, or other benefit plan, such as pensions or a deferred compensation plan
- Retention or disposition of employer-awarded equity, sharing in profits or carried interests (e.g., vested and unvested stock options, restricted stock, future share of a company's profits, etc.).

4. Filer's Sources of Compensation Exceeding \$5,000 in a Year

Part 4 discloses sources (except the United States Government) that paid more than \$5,000 in a calendar year for the filer's services during any year of the reporting period.

The filer discloses payments both from employers and from any clients to whom the filer personally provided services. The filer discloses a source even if the source made its payment to the filer's employer and not to the filer. The filer does not disclose a client's payment to the filer's employer if the filer did not provide the services for which the client is paying.

5. Spouse's Employment Assets & Income and Retirement Accounts

Part 5 discloses the following:

- Sources of earned income (excluding honoraria) for the filer's spouse totaling more than \$1,000 during the reporting period (e.g., salary, consulting fees, and partnership share)
- Sources of honoraria for the filer's spouse greater than \$200 during the reporting period
- Assets related to the filer's spouse's employment, business activities, other income-generating activities that (1) ended the reporting period with a value greater than \$1,000 or (2) produced more than \$200 in income during the reporting period (e.g., equity in business or partnership, stock options, retirement plans/accounts and their underlying holdings as appropriate, deferred compensation, and intellectual property, such as book deals and patents)

This section does not include assets or income from United States Government employment or assets that were acquired separately from the filer's spouse's business, employment, or other income-generating activities (e.g., assets purchased through a brokerage account). Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF). Amounts of income are not required for a spouse's earned income (excluding honoraria).

6. Other Assets and Income

Part 6 discloses each asset, not already reported, that (1) ended the reporting period with a value greater than \$1,000 or (2) produced more than \$200 in investment income during the reporting period. For purposes of the value and income thresholds, the filer aggregates the filer's interests with those of the filer's spouse and dependent children.

This section does not include the following types of assets: (1) a personal residence (unless it was rented out during the reporting period); (2) income or retirement benefits associated with United States Government employment (e.g., Thrift Savings Plan); and (3) cash accounts (e.g., checking, savings, money market accounts) at a single financial institution with a value of \$5,000 or less (unless more than \$200 of income was produced). Additional exceptions apply. Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF).

7. Transactions

Part 7 discloses purchases, sales, or exchanges of real property or securities in excess of \$1,000 made on behalf of the filer, the filer's spouse or dependent child during reporting period.

This section does not include transactions that concern the following: (1) a personal residence, unless rented out; (2) cash accounts (e.g., checking, savings, CDs, money market accounts) and money market mutual funds; (3) Treasury bills, bonds, and notes; and (4) holdings within a federal Thrift Savings Plan account. Additional exceptions apply.

8. Liabilities

Part 8 discloses liabilities over \$10,000 that the filer, the filer's spouse or dependent child owed at any time during the reporting period.

This section does not include the following types of liabilities: (1) mortgages on a personal residence, unless rented out (limitations apply for PAS filers); (2) loans secured by a personal motor vehicle, household furniture, or appliances, unless the loan exceeds the item's purchase price; and (3) revolving charge accounts, such as credit card balances, if the outstanding liability did not exceed \$10,000 at the end of the reporting period. Additional exceptions apply.

9. Gifts and Travel Reimbursements

This section discloses:

- Gifts totaling more than \$375 that the filer, the filer's spouse, and dependent children received from any one source during the reporting period.
- Travel reimbursements totaling more than \$375 that the filer, the filer's spouse, and dependent children received from any one source during the reporting period.

For purposes of this section, the filer need not aggregate any gift or travel reimbursement with a value of \$150 or less. Regardless of the value, this section does not include the following items: (1) anything received from relatives; (2) anything received from the United States Government or from the District of Columbia, state, or local governments; (3) bequests and other forms of inheritance; (4) gifts and travel reimbursements given to the filer's agency in connection with the filer's official travel; (5) gifts of hospitality (food, lodging, entertainment) at the donor's residence or personal premises; and (6) anything received by the filer's spouse or dependent children totally independent of their relationship to the filer. Additional exceptions apply.

Privacy Act Statement

Title I of the Ethics in Government Act of 1978, as amended (the Act), 5 U.S.C. app. § 101 et seq., as amended by the Stop Trading on Congressional Knowledge Act of 2012 (Pub. L. 112-105) (STOCK Act), and 5 C.F.R. Part 2634 of the U. S. Office of Government Ethics regulations require the reporting of this information. The primary use of the information on this report is for review by Government officials to determine compliance with applicable Federal laws and regulations. This report may also be disclosed upon request to any requesting person in accordance with sections 105 and 402(b)(1) of the Act or as otherwise authorized by law. You may inspect applications for public access of your own form upon request. Additional disclosures of the information on this report may be made: (1) to any requesting person, subject to the limitation contained in section 208(d)(1) of title 18, any determination granting an exemption pursuant to sections 208(b)(1) and 208(b)(3) of title 18; (2) to a Federal, State, or local law enforcement agency if the disclosing agency becomes aware of violations or potential violations of law or regulation; (3) to another Federal agency, court or party in a court or Federal administrative proceeding when the Government is a party or in order to comply with a judge-issued subpoena; (4) to a source when necessary to obtain information relevant to a conflict of interest investigation or determination; (5) to the National Archives and Records Administration or the General Services Administration in records management inspections; (6) to the Office of Management and Budget during legislative coordination on private relief legislation; (7) to the Department of Justice or in certain legal proceedings when the disclosing agency, an employee of the disclosing agency, or the United States is a party to litigation or has an interest in the litigation and the use of such records is deemed relevant and necessary to the litigation; (8) to reviewing officials in a new office, department or agency when an employee transfers or is detailed from one covered position to another; (9) to a Member of Congress or a congressional office in response to an inquiry made on behalf of an individual who is the subject of the record; (10) to contractors and other non-Government employees working on a contract, service or assignment for the Federal Government when necessary to accomplish a function related to an OGE Government-wide system of records; and (11) on the OGE Website and to any person, department or agency, any written ethics agreement filed with OGE by an individual nominated by the President to a position requiring Senate confirmation. See also the OGE/GOVT-1 executive branch-wide Privacy Act system of records.

Public Burden Information

This collection of information is estimated to take an average of three hours per response, including time for reviewing the instructions, gathering the data needed, and completing the form. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Program Counsel, U.S. Office of Government Ethics (OGE), Suite 500, 1201 New York Avenue, NW., Washington, DC 20005-3917.

Pursuant to the Paperwork Reduction Act, as amended, an agency may not conduct or sponsor, and no person is required to respond to, a collection of information unless it displays a currently valid OMB control number (that number, 3209-0001, is displayed here and at the top of the first page of this OGE Form 278e).

EXHIBIT B

United States Senate

WASHINGTON, DC 20510

November 6, 2017

The Honorable William Emanuel
Member
National Labor Relations Board
1015 Half Street S.E.
Washington, D.C. 20570-0001

Dear Member Emanuel:

We write today to clarify your ethics obligations as a newly confirmed member of the National Labor Relations Board (NLRB). As you know, this position carries enormous importance for workers and the strength of the American economy. Millions of working Americans, whether or not they belong to unions, are now looking to you and your fellow board members to aggressively protect their right to join together to seek higher pay, better working conditions, and a brighter future for themselves and their families.

One element of serving as an NLRB member in a manner that is faithful to the law and to the American public is ensuring that you are not faced with any conflicts of interest, such as conflicts with any parties that come before the Board with whom you previously had a relationship. We are concerned about your long history of representing employers wishing to make it harder for workers to bargain collectively. Your record presents a number of conflicts, particularly with regard to the many clients of your former law firm, Littler Mendelson.

The ethics pledge that you signed pursuant to Executive Order 13770 prohibits you from participating in “any particular matter involving specific parties that is directly and substantially related to [your] former employer or former clients, including regulations and contracts.”¹ That Order specifies that “former clients” include anyone for whom you served as an attorney or consultant “within the 2 years prior to the date” of your appointment.² “Directly and substantially related to [your] former employer” is defined as “matters in which the appointee’s former employer or a former client is a party or represents a party.” Thus, in order to adhere to these commitments, you will need to recuse from any matter in which your former employer, Littler Mendelson, is representing a party. In addition, under federal regulations, you are required to “endeavor to avoid any actions creating that appearance that [you] are violating the law...” or

¹ Exec. Order No. 13770, 3 C.F.R. 9333 (2017). Online at: [https://www.oge.gov/web/oge.nsf/aExecutive%20Orders/A43C4DBAB9FC4DC7852580BC006FBA83/\\$FILE/Exec%20Order%2013770.pdf](https://www.oge.gov/web/oge.nsf/aExecutive%20Orders/A43C4DBAB9FC4DC7852580BC006FBA83/$FILE/Exec%20Order%2013770.pdf).

² *Id.*

failing to “act impartially and not give preferential treatment to any private organization or individual.”³ Your involvement in any form in a case involving a client of your former law firm would clearly create, at minimum, the appearance of the kind of conflict of interest that this regulation prohibits.

During your July 13, 2017 confirmation hearing, you said that if you were confirmed, you would be “an excellent board member and an honest Board member and an objective one,” and said: “[A]s I understand the recusal rule, I have to recuse myself from all cases involving my law firm.”⁴ But in questions for the record following your confirmation hearing asking you to specify which parties that might come before the board may require your recusal, you simply said, “I have provided the financial information required by law. Please see my 278 filing.”

The financial information you’ve provided, however, does not give a full picture of your potential conflicts. Section 4 of the Office of Government Ethics Form 278e, or “Public Financial Disclosure Report,” that you submitted during your confirmation process lists 49 companies as “Filer’s Sources of Compensation Exceeding \$5,000 in a Year,” including major employers like JPMorgan Chase Bank, Nissan North America, PPG Industries, Securitas Security Services USA, Rite Aid Corporation, and Uber Technologies.⁵ Staff have identified dozens of pending cases before the NLRB that each involve one of these 49 companies, listed in the attachment to this letter, and more will presumably arise during your tenure on the Board that will require your recusal. But when it comes to determining which parties would require your recusal based on ethics regulations and the commitments you have made to the Senate, this list is incomplete, because it only includes sources of more than \$5,000 in compensation for “personal services” for the current and the past two calendar years.⁶ For the purposes of fully understanding your recusal obligations, it is missing clients from which you did not receive compensation, clients that compensated you with less than \$5,000, and, most notably, clients of your law firm, Littler Mendelson, for which you did not provide personal services.

In order for the public to evaluate your ability to impartially apply the law, you will need to publicly disclose all potential conflicts created by your former clients and those of your firm. To help us understand the full extent of the conflicts of interest your record poses and the cases you will need to recuse yourself from, we respectfully request that you answer the following requests by November 24, 2017.

1. Please list all “former clients” including anyone for whom you served as an attorney or consultant “within the 2 years prior to the date” of your appointment to the NLRB pursuant to Executive Order 13770.

³ Basic obligation of public service. 5 CFR 2635.101. Online at: <https://www.gpo.gov/fdsys/pkg/CFR-2005-title5-vol3/pdf/CFR-2005-title5-vol3-sec2635-101.pdf>.

⁴ “Senator Warren Questions NLRB Nominee William Emanuel” [video]. Senator Elizabeth Warren. *Youtube* (July 17, 2017). Online at: <https://www.youtube.com/watch?v=1fxyRkrJX6Q>.

⁵ Emanuel, W. J. “Public Financial Disclosure Report (OGE Form 278e).” *U.S. Office of Government Ethics* (May 2, 2017).

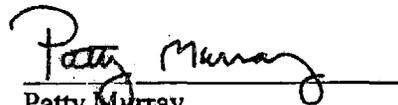
⁶ “Your Sources of Compensation Exceeding \$5,000 in a Year (Nominee and New Entrant Reports Only).” *Public Financial Disclosure Guide. U.S. Office of Government Ethics* (accessed Nov. 3, 2017). Online at: [https://www.oge.gov/Web/278eGuide.nsf/Chapters/Your%20Sources%20of%20Compensation%20Exceeding%20\\$5,000%20in%20a%20Year%20\(Nominee%20and%20New%20Entrant%20Reports%20Only\)?opendocument](https://www.oge.gov/Web/278eGuide.nsf/Chapters/Your%20Sources%20of%20Compensation%20Exceeding%20$5,000%20in%20a%20Year%20(Nominee%20and%20New%20Entrant%20Reports%20Only)?opendocument).

2. Please list all cases in which Littler Mendelson represents or has represented a party (a) before the Board or its General Counsel (including all regional offices) or (b) in any courts in a proceeding in which the Board is or was also a party.
3. Per your commitment during your July 13, 2017 confirmation hearing to recuse yourself from "all cases involving [your] law firm," please provide a list of all current clients of Littler Mendelson.
4. Please confirm that you will recuse yourself from cases involving each of the companies listed in the attachment to this letter.

Thank you for your attention to this matter. We hope the answers to these questions will be a first step toward ensuring the public that you will be faithful to the law.

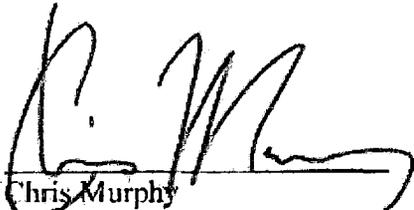
Sincerely,

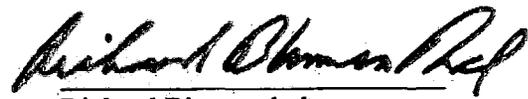

Elizabeth Warren
United States Senator


Patty Murray
United States Senator

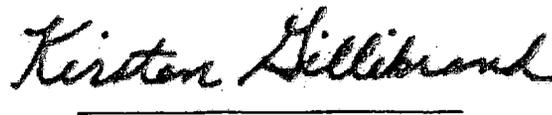

Sherrod Brown
United States Senator


Al Franken
United States Senator


Chris Murphy
United States Senator


Richard Blumenthal
United States Senator


Cory A. Booker
United States Senator


Kirsten Gillibrand
United States Senator

B. Sanders

Bernard Sanders
United States Senator

Sheldon Whitehouse

Sheldon Whitehouse
United States Senator

Mazie Hirono

Mazie K. Hirono
United States Senator

Richard J. Durbin

Richard J. Durbin
United States Senator

Attachment: Open NLRB Cases in Which a Party is “Source of Compensation Exceeding \$5,000 in a Year,” According to Member Emanuel’s *Public Financial Disclosure Report* (OGE Form 278e)¹

Former Client	Case Number
CBRE, Inc.	01-RC-205981
	21-CA-182368
EMCOR Group, Inc.	20-CA-206203
	20-RC-205892
Enterprise Products Company	16-CA-206932
FedEx Freight, Inc.	32-CA-166913
	32-CA-176171
	32-CA-196037
	32-CA-166909
	32-CA-164946
	32-CA-164936
Genesis Healthcare	06-CB-208790
	04-CA-198944
Handy Technologies, Inc.	01-CA-158125
	01-CA-158144
Mastec, Inc.	16-CA-086102
	12-CA-153478
	31-CA-205653
	01-CA-161183
	12-CA-154795
	01-CA-168468
	15-CA-204600
	12-CA-024979
	12-CA-062983
	Nissan North America, Inc.
15-CA-150431	
15-CA-171184	
15-CA-175295	
15-CA-194155	
15-CA-145043	
15-CA-197194	
15-CA-203808	
15-CA-203802	
15-CA-203818	
15-CA-195326	
15-CA-203813	
15-CA-190791	
15-CA-203796	

¹ Emanuel, W. J. “Public Financial Disclosure Report (OGE Form 278e).” *U.S. Office of Government Ethics* (May 2, 2017).

	15-CA-201390
	15-CA-203806
Rite Aid	31-RD-001591
	07-CA-206549
	31-CA-203737
	31-CA-207383
	31-CA-205905
	31-CA-200038
	31-CA-200040
	31-CA-205485
	31-CA-206226
	31-CA-200912
	31-CA-205908
	31-CB-207931
	31-CA-187065
	02-CA-160384
	02-CA-189661
	02-CA-182713
Rural/Metro Corporation	19-RC-189869
	28-CA-165387
	12-CA-189787
	28-CA-164048
	32-CA-204800
	28-CA-208936
	28-CA-206365
	28-CA-200674
Safeway	19-CA-189221
	27-RC-206225
	05-CA-209090
	27-CA-207934
	32-CA-204008
	20-CB-206871
	27-CA-203383
	05-CB-206962
	19-CA-182503
	20-CB-203758
	32-CA-206839
	19-CB-009660
	19-CB-192630
	32-CA-207667
	19-CA-208745
	19-CB-178098
	19-CB-168283
	32-CB-207460
	05-CB-207752

	20-CB-201594
Securitas Security Services	16-CA-176006
	16-CA-183494
	31-CA-088082
	31-CA-072180
	31-CA-088081
	31-CA-072179
	19-AC-206531
	19-CA-191814
Serta Simmons Bedding	10-CA-202722
	27-CA-202059
Uber Technologies, Inc.	20-CA-160717
	20-CA-181146
	13-CA-174693
	29-CA-177483
	22-CA-178936
	19-CA-199000
	12-CA-173125
	20-CA-160720
	14-CA-158833
	13-CA-163062
	12-CA-181961
19-CA-205263	



EXHIBIT C

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Verizon Communications Inc - Representation Analytics

	Firm	Filing Date	Case Name	Court	Case Type
1	Littler Mendelson PC	12/07/16	Caldwell v. Celco Partnership	U.S. District Court for the Northern District of Georgia (11th Cir.)	Employment
2	Littler Mendelson PC	08/27/13	Vandergrift v. AOL et al	U.S. District Court for the District of Minnesota (8th Cir.)	ADA - Empl.
3	Littler Mendelson PC	04/04/13	Fields et al v. Celco Partnership	U.S. District Court for the District of Minnesota (8th Cir.)	FLSA
4	Littler Mendelson PC	03/20/13	Penk v. Celco Partnership	U.S. District Court for the District of Minnesota (8th Cir.)	FLSA
5	Littler Mendelson PC	03/14/13	Wawrzaszek et al v. Celco Partnership	U.S. District Court for the District of Minnesota (8th Cir.)	FLSA

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UPS CampusShip: View/Print Label

1. **Ensure there are no other shipping or tracking labels attached to your package.** Select the Print button on the print dialog box that appears. Note: If your browser does not support this function select Print from the File menu to print the label.
2. **Fold the printed label at the solid line below.** Place the label in a UPS Shipping Pouch. If you do not have a pouch, affix the folded label using clear plastic shipping tape over the entire label.
3. **GETTING YOUR SHIPMENT TO UPS**
Customers with a Daily Pickup
 Your driver will pickup your shipment(s) as usual.

Customers without a Daily Pickup

Take your package to any location of The UPS Store®, UPS Access Point(TM) location, UPS Drop Box, Customer Center, Staples® or Authorized Shipping Outlet near you. Items sent via UPS Return Services(SM) (including via Ground) are also accepted at Drop Boxes. To find the location nearest you, please visit the Resource area of CampusShip and select UPS Locations.

Schedule a same day or future day Pickup to have a UPS driver pickup all your CampusShip packages.

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ALAMEDA, CA 94501

UPS Access Point™
BONFARE MARKET
650 CENTRAL AVE
ALAMEDA, CA 94501

UPS Access Point™
JACKSON'S LIQUOR
739 E 12TH ST
OAKLAND, CA 94606

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<p>KAREN KEMPLER 510-337-1001 WEINBERG ROGER & ROSENFELD 1001 MARINA VILLAGE PARKWAY ALAMEDA, CA 94501</p> <p>SHIP TO: GARY SHINNERS, EXECUTIVE SECRETARY NATIONAL LABOR RELATIONS BOARD 1015 HALF STREET, S.E. WASHINGTON DC 20003-3654</p>	<p>1.0 LBS LTR</p> <p>1 OF 1</p>	<p>MD 201 9-48</p> 	<p>UPS NEXT DAY AIR</p> <p>1</p> <p>TRACKING #: 1Z F75 30W 01 9342 9793</p> 	<p>BILLING: P/P</p> <p>Client Matter: zmcddar-144310 Sender Initials: kk</p> <p>CS 19.5.48. WNTNVS0 93.0A.10/2017</p> 
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