



OPEN THE BOOKS

THE DEPARTMENT OF SELF-PROMOTION
HOW FEDERAL AGENCY PR SPENDING ADVANCES
THEIR INTERESTS RATHER THAN THE PUBLIC INTEREST
FISCAL YEARS 2007 – 2014: OVERSIGHT STUDY



U.S. GOVERNMENT PUBLIC AFFAIRS – PUBLIC RELATIONS (PR)





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OVERSIGHT STUDY

THE DEPARTMENT OF SELF-PROMOTION HOW FEDERAL AGENCY PR SPENDING ADVANCES THEIR INTERESTS RATHER THAN THE PUBLIC INTEREST FISCAL YEARS 2007 – 2014: OVERSIGHT STUDY

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OpenTheBooks.com

Dr. Tom Coburn, Honorary Chairman American Transparency

“Open the Books is doing the work I envisioned when the Coburn-Obama bill became law. Their innovative app and other tools are putting sunlight through a magnifying glass.” March 11, 2014

OUR REPORT MADE POSSIBLE BY:

The “Federal Funding Accountability and Transparency Act of 2006”

Sponsors: Sen. Tom Coburn (R-OK) & Sen. Barack Obama (D-IL)

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“Is the spending in the public interest or the special interest?”

– U.S. Sen. Tom Coburn

*“I know that restoring transparency is not only the surest way to achieve results,
but also to earn back the trust in government...”*

– U.S. Sen. Barack Obama

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INTRODUCTION & SUMMARY

WELCOME TO THE DEPARTMENT OF SELF-PROMOTION

At OpenTheBooks.com we're constantly pushing agencies at all levels of government – state, local and federal – to disclose their spending. Our motivation is clear, simple and straightforward. Taxpayers have a right to know how their money is being spent.

Federal agencies, however, not only resist transparency but often pretend to be transparent when, in reality, they are engaged in self-promotion. Too often, they use their charge to disclose information as a cover for public relations campaigns that are designed to advance their interests (i.e. their desire for more funding and higher salaries) rather than the public interest.

For instance, in 2013, then-U.S. Senator Tom Coburn, our Honorary Chairman, criticized the U.S. State Department under the leadership of then-Secretary of State Hillary Clinton for spending \$630,000 to convince taxpayers to “like” the State Department on Facebook. The agency argued the Facebook campaign fit within its broad mission to inform the world of its activities. But should U.S. taxpayers and citizens of the world be encourage to “like” the State Department with taxpayer-funded PR campaigns or should those individuals decide to like the State Department based on the State Department’s performance on the global stage? Was the campaign designed to advance the national security interests of the United States and displaced persons in places like Syria, or was the campaign an orgy of self-congratulations?

The study below examines cases when federal agencies go beyond making information available and engage in self-promotion. To be clear, we always applaud agencies who make information available. That is our core mission. But, again, agencies are not charged with making that information interesting or newsworthy. Agencies certainly aren't charged with using taxpayer funds to engage in thinly-veiled propaganda campaigns that are primarily designed to protect their budgets and hype outcomes.

After \$4.5 billion in federal public relations spending over the past eight years, have we reached a point where the people's consent is being manufactured by our government?

In the transparency age, we believe individual taxpayers and news outlets decide, not federal agencies, what is newsworthy. We believe funding decisions should be made by “We the People” and their elected representatives without manipulation by public affairs officers who want to protect their own paychecks.

OVERVIEW OF THE HISTORY OF GOVERNMENT PUBLIC AFFAIRS OFFICERS

Why are government-sector public relations positions titled as ‘public affairs officers’? Does the public have a predisposition against a government ‘publicity man,’ ‘the propagandist?’ If so, is that predisposition warranted?

The history goes back to 1913 and the Gillet Amendment which was part of the 1913 Appropriations Act for the U.S. Department of Agriculture. The amendment prohibited the “publicity man” – stating, “*Appropriated funds may not be used to pay a publicity expert unless specifically appropriated for that purpose.*”

The Gillet Amendment led to our current situation in which most PR positions are actually titled information officers, press officers, or public affairs officers. While it did not prohibit government PR, it is often described as being a ban with an interpretation that workers may not be employed in the practice of public relations.

Labeled “propagandists” during the lean budget years post-World War II, government public relations officers were considered easy budget cutting targets. Through today, when federal budget cuts loom large, many politicians and citizens view the ‘public relations’ officer’ as an unnecessary evil and worthwhile target.. Still, the PR arm of government has continued to survive and grow.

Today, government public relations are thriving at the federal, state and level levels. In fact, using public data released by the 2006 “Google Your Government Act” (Federal Funding Accountability and Transparency Act), for this report, **we quantified \$4.37 billion in federal government public relations (PR) expenditures since 2007.**

Federal PR spending is comprised of \$2.347 billion in salary and bonus payments to federal employees with the job title of “Public Affairs Officers,” plus, \$2.02 billion spent on outside contractors for additional services (FY2007-FY2014).

A segment of our oversight report gives scrutiny to the federal contracts negotiated with some of the largest public relations firms in the world. **These contracts have been opaque and have never received oversight. We found contractors billing the feds for up to \$575/hour per position (\$1.196 million per year). It is past time that we reconsider these bloated and obscure contracts.**

The purpose of this *OpenTheBooks Oversight Report – United States Government Public Affairs* is to help facilitate the national debate: Is the \$4.37 billion spent on public relations over the past seven years in our national interest, or is it for the special interest? Together, let’s challenge federal contracting assumptions.

Let the national debate on taxpayer financed public relations and PR spending priorities begin... Again!

TOP 10 TAKEAWAYS – THE DEPARTMENT OF SELF-PROMOTION

1. The federal government spent \$4.34 billion on public relations in the last seven years.
2. U.S. Government ranked 2nd largest Public Relations Firm in the World (based on the number of PR employees). [Click here](#) for a ranking of the largest private PR firms in the world.
3. 3,092 federal ‘Public Affairs Officers’ are employed by over 200 federal agencies in FY2014.
4. 1,858 ‘Public Affairs Officers’ made at least \$100,000 in base salary compensation in FY2014.
5. Salaries totaling \$2.337 billion and ‘performance bonuses’ totaling \$10.929 million flowed to public affairs officers (FY2007-FY2014). The highest bonus was \$35,940 to John T. Burklow at Department of Health and Human Services in 2012 .
6. Since 2007, PR positions increased in the federal government by 15 percent - an addition of 402 positions – from 2,688 to 3,092. Total PR salary spending by year increased by 22.4 percent despite a long period of freeze and sequester in federal hiring.
7. \$2.02 billion spent by 139 federal agencies with 2,403 outside PR vendors on 16,249 individual transactions since 2007 - despite 3,092 federal PR employees.
8. 47 percent increase in outside PR consulting expenditures under the Obama administration vs. the last two years under the Bush administration.
9. Top PR firms in the world reaped millions of dollars: Laughlin, Marinaccio & Owens, Inc. (\$87.98M), Young & Rubicam Inc. (\$57.5M), Ogilvy Public Relations Worldwide Inc. (\$47.93M), Fleishman-Hillard, Inc (\$42.4M), Gallup (\$42.0M), and many more.
10. \$183,581 (per year) billing by Ketchum (\$88/hour, \$15,298/month) for ‘Intern.’ \$1.192 million (per year) billing by Boos Allen Hamilton (\$525.67/hour, \$91,107/month) for ‘Executive Manager’ – examples of billing rates per their respective federal advertising contracts.

25 HIGHLIGHTS OF FEDERAL PR SPENDING

1. EPA 'Thunderclap' 'I Chose Clean Water' campaign claims to have reached more than 1.8 million citizens. The software has been likened to creating a 'virtual flash-mob' of online support. Critics have questioned if EPA violated the anti-lobbying laws (FY2014).
2. \$36.5 million spent by State Department on polling foreigners' opinions, including our allies of England, Poland, Italy, Germany, Spain, and France.
3. \$17.499 million spent by Internal Revenue Service on 'customer satisfaction surveys' and analysis - IRS has a 90% positive rating. Would a citizen really tell the IRS any differently?
4. \$10.93 million on 8,005 'performance bonuses' awarded to PR employees from federal agencies - 200 bonuses exceeded \$5,000 since FY2007. \$35,940 - the highest 'performance bonus' for public relations work was paid to John T. Burklow at Department of Health and Human Services (FY2012).
5. \$1.7 million spent by Veterans Administration to Gallup Organization for 'employee engagement' surveys and other employee satisfaction measurements during, before, and after the largest scandal in VA history: millions of dollars in bonuses paid-out to employees who helped 'cook-the-books' showing no-wait times for vets waiting for a doctor appt.
6. \$1.192 million Ad Boss: vendor Booz, Allen, Hamilton bills \$525.62 per hour or \$1.192 million per year to federal agencies for an 'executive manager' position. Booz also bills four more positions at over \$400 per hour, and six positions at over \$300 per hour.
7. \$88.26 per hour 'Interns' at Ketchum advertising agency billed to federal agencies – or \$183,581 per year. Ketchum also bills their 'video content producer' for \$273.67/hour, or \$569,234/year.
8. U.S. Army spent \$23.6 million on 'Public Relations – Afghanistan' starting in FY2009 – FY2013 mostly with a company in Virginia, SOS International, Ltd., during a period in which the President was announcing a military withdrawal from the country and afterwards.
9. \$1.46 billion in payouts to three contractors for background and national security checks of federal employees logged under 'R422: Support – Professional: Market Research/ Public Opinion." Background checks are not public relations, nor a gauge of public opinion.
10. \$1 million spent on 'speech coaching' and 'speech writing and editing' for the administrators within the federal agencies (FY2007-FY2014) - including \$74,000 for Secretary of Transportation Ray LaHood and Deputy Secretary John Pocari.
11. \$1.48 million on Public Service Announcement (PSA) production... the PSA ads aren't free.
12. \$106.9 million in Dirty Data 'disclosed' by federal agencies... we discover completely unrecognizable spending transactions within PR fund accounts. This dirty data harms our oversight efforts to root out federal spending waste (FY2007-FY2014).

13. \$4.5 million spent by federal agencies to 'monitor media, broadcast, video, and website' and 'news clipping services' from FY2007 through FY2014.
14. \$115.2 million spent on 'Event' services of all types by the federal agencies FY2007-FY2014.
15. \$6.442 million was spent on 'focus groups' including groups like 'older motorcycle groups' (\$93,487); 'focus groups throughout Iraq' (\$1.3 million); 'focus groups regarding Rivers & Streams in Oregon' (\$40,174).
16. \$43,887 paid by State Department (FY2013) for 'everyday life pictures in USA.'
17. \$527,000 spent by IRS on studies regarding 'tipping income behavior,' and 'tipping income studies' (FY2014).
18. \$62,098 spent on 'Cooking Videos promoting US Agriculture products overseas' (FY2007-FY2008).
19. \$78,000 by Forest Service messaging for Spanish-speaking parents of 'Tweens' in San Bernardino, CA to connect them to "Discover the Forest" messaging in nearby national forests and public lands.
20. \$145,350 per year (\$69.88 per hour) for each 'Junior Survey Statistician' – a telephone operator at Fors Marsh – billed to the Internal Revenue Service. Under this contract, Fors Marsh reaped \$2.499 million from IRS.
21. \$150,000 billed for a 'web designer' and \$309,000 for a 'senior web designer' – by American Institute for Research, a non-profit organization billing federal agencies \$95 million for public relations, polling, survey and research. (FY2007-FY2014)
22. \$51,415 spent by Forest Service on a survey to 'monitor national recreation use' in 2007 under the Bush administration.
23. \$101,104 spent by National Highway Traffic Safety Commission for 'focus group research with Adult Bicyclists' (FY2008).
24. \$35,705 spent by United States Mint on a '\$1 Presidential Gold Coin stakeholders outreach initiative.'
25. Department of Defense spent \$12,900 on the 2010 'Walleye Pro Tour' advertising expenses with vendor, 'Operation Bass, Inc.'

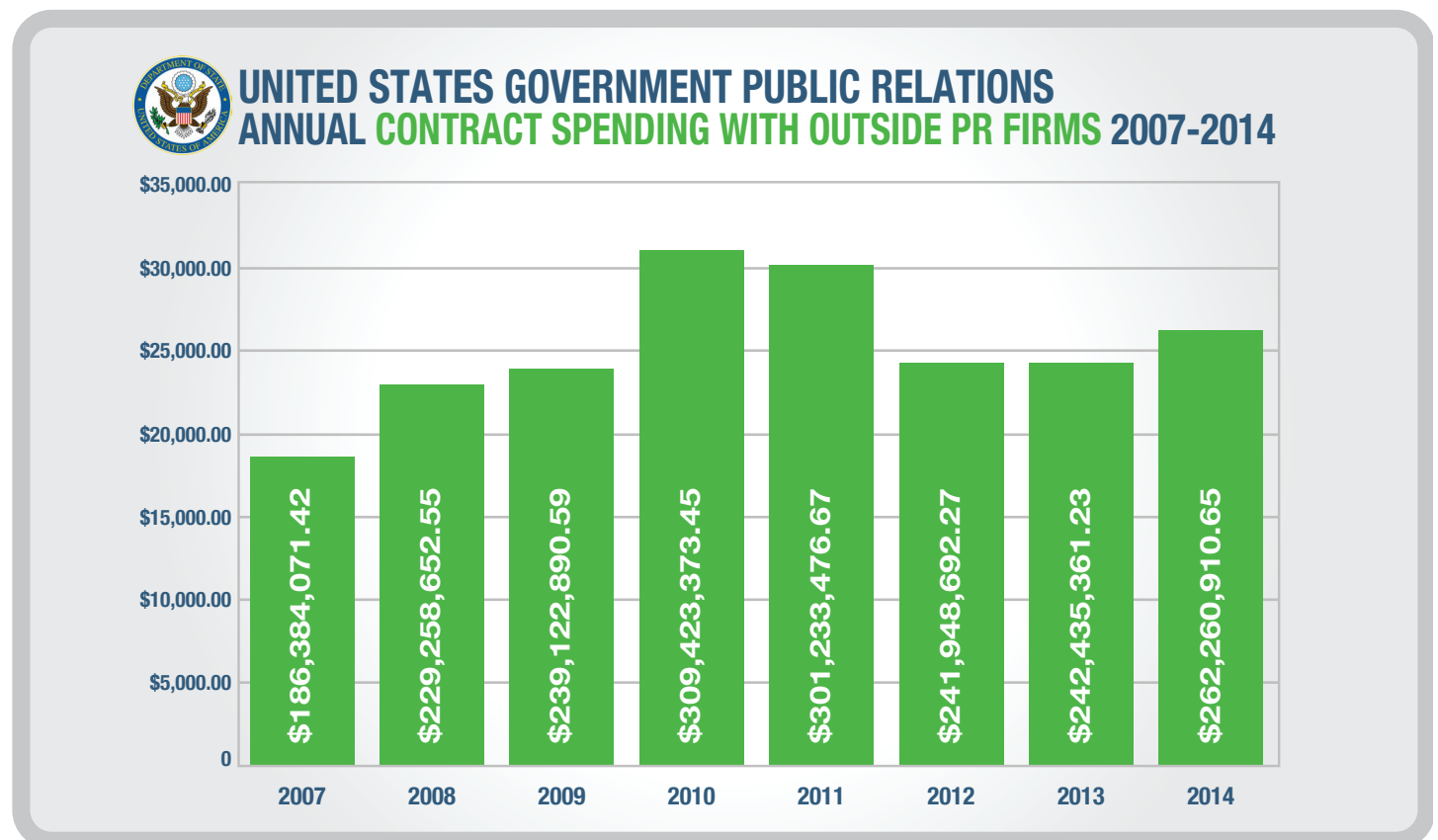
PART 1: FEDERAL PUBLIC RELATIONS CONTRACTS TO OUTSIDE FIRMS: **\$2.02 BILLION** (FY2007-FY2014)

Despite spending \$2.3 billion on 3,092 public affairs salaries and bonuses since 2007, the federal agencies also spent another \$2 billion with outside consulting firms.

Over the past 7 years, the federal government has engaged in 16,249 transactions amounting to \$2.02 billion, averaging between \$186.3 million to \$309.4 million per year in PR contracts. **The federal government contracted with 2,403 individual entities for outside PR work since 2007.**

PR services were procured by 139 federal agencies including: Centers for Disease Control (\$412.7 million), Department of the Army (\$254.9 million), Substance Abuse and Mental Health (\$163.0 million), Federal Emergency Management Agency (\$96.6 million), National Institutes of Health (\$82.2 million), State Department (\$79.9 million), Bureau of Engraving and Printing (\$67.2 million), Veterans Affairs (\$38.4 million), National Highway Safety Administration (\$35.5 million), and many more... (See TOP 50 Federal Agencies with Public Relations Contracts, in this section).

The top public relations firms in the world contracted with federal agencies including: Laughlin, Marinaccio & Owens, Inc. (\$87.98 million), Young & Rubicam Inc. (\$57.5 million), Ogilvy Public Relations Worldwide Inc. (\$47.93 million), Fleishman-Hillard, Inc (\$42.4 million), Gallup (\$42.0 million), Porter Novelli (\$25.4 million), J.D. Power & Associates (\$7.6 million), Ketchum (\$4.51 million), Hill + Knowles (\$12.4 million), Booz Allen Hamilton (\$6.2 million), and more...(See TOP 50 Federal Outside Public Relations Vendors)



SOURCE: OPENTHEBOOKS.COM, UNITED STATES GOVERNMENT PUBLIC RELATIONS CONTRACT SPENDING

AMONG OUR FINDINGS

The TOP 5 companies received \$464.3 million in federal contracts – which is 23 percent of all PR contracts lent since 2007. These top five contracting companies are IQ Solutions Incorporated (\$96.97M), Westat, Inc. (\$95.37M), American Institutes For Research In The Behavioral Sciences (\$95.06M), Academy For Educational Development (\$88.9 M), and Laughlin, Marinaccio & Owens, Inc. (\$87.98 million).

Furthermore, the Top 50 out of 2,403 PR contract recipients have received \$1.53 billion since 2007, amounting to 75.74% of all PR contract spending.

- **PR Contracts are up 47.1 percent during highest two years of the Obama administration (\$610.7 million, FY2010 -11) vs. the last two years of the GW Bush administration (\$415 million, FY2007-08), despite budget sequestration.** A single year PR contract spending record of \$309.4million (2010) grossly exceeded the previous record year \$239.1 million (2009).
- **\$1 Million Dollar PR Man** - historically, contextual analysis of the contracts between the federal agencies and the private contractors has been lacking. In this section, we study a small but impactful universe of these PR contracts. Our findings show contracts for up to twenty years and per hourly rates exceeding \$1 million per position per year
- **Since 2007, the top four accounting codes for outside PR consulting contracts are:**

R422: Market Research & Public Opinion SE	\$551,989,176.93
R422: Support–Professional: Market Research/Public Opinion	\$487,653,429.83
R708: Public Relations Services	\$713,458,732.75
R708: Support–Management: Public Relations	\$258,966,089.32
Grand Total: \$2,012,067,428.83	
- \$191 million allocated, since 2007, to ‘Polling’ and ‘Survey’ Services procured by federal agencies such as the Internal Revenue Service, Consumer Financial Protection Services, Federal Emergency Management Administration, US Army, US Navy, State Department, US Special Operations, and many more.
- \$50.8 million allocated since 2007 to ‘website’ services ranging from webcasts to web surveys and website development.
- \$17.65 million allocated to ‘conference services’ ranging from procuring event speakers to conference planning and support services.
- \$212.1 million allocated to ‘marketing’ services ranging from ‘materials development and marketing support’ to ‘infertility prevention– social marketing effort,’ ‘marketing consultant,’ ‘mentoring marketing,’ ‘outreach support,’ ‘marketing research,’ ‘public research,’ ‘marketing communications services,’ ‘competitive marketing analysis,’ ‘strategic and effective marketing communications,’ and procurement such as, *‘Innovative Social Marketing Strategies To Increase Fruit And Vegetable Consumption Among Tweens.’*
- \$12.4 million spent directly on identified advertising such as billboards, radio and television advertising, direct mail, bus wrap advertising, recruitment advertising, theatre advertising, conference advertising, and public opinion services advertising.

- \$2.3 million on 192 transactions went out-of-the country to places such as Kabul, Afghanistan, Dakar, Britain, Vancouver, Canada, and other spots around the world.
- \$7.4 million allocated by the federal agencies to ‘News’ services such as news clipping services, newsletter design services, ads for newspaper or journal placement, videotape and film production to inform the public about the latest, newswire service, newspaper subscription service, Monthly Purchase Of Television And Radio News Segments Dealing With Va And Veterans Related Issues, Web-Base Combination Of News-Clipping And Video Monitoring Services, news management services, news platforms, and many other ‘news services.’

CASE STUDY: FEDERAL POLLING AND SURVEY SERVICES \$191.72 MILLION
POLLING: \$21.02 MILLION | SURVEY: \$170.7 MILLION

The federal government spent \$170.7 million on ‘survey’ contracting and \$21.02 million on ‘polling’ services since 2007. All polls and surveys must have Office of Management and Budget (OMB) approval before collecting information from the public and they must display the current OMB control number on the collection format.

The federal government is a vast data mining operation that collects all sorts of minutia information on citizens, society, personal behaviors, group behaviors, and business behaviors.

Domestic polling also included federal agencies such as the Consumer Financial Protection Bureau for ‘consumer research polling’ with Gallup, and Federal Emergency Management Agency for ‘polling services at an event to encourage audience participation and strengthen community /government.’

The number, scope and size of federal surveying is substantial – as nearly every federal agency is employing polling and survey contractors. The IRS alone has commissioned hundreds of polls since 2007. Furthermore, we identified that the survey and polling companies such as Gallup, Ketchum, ABT Associates, and American Institute for Research have very lucrative federal contracts for up to 20 years in length.

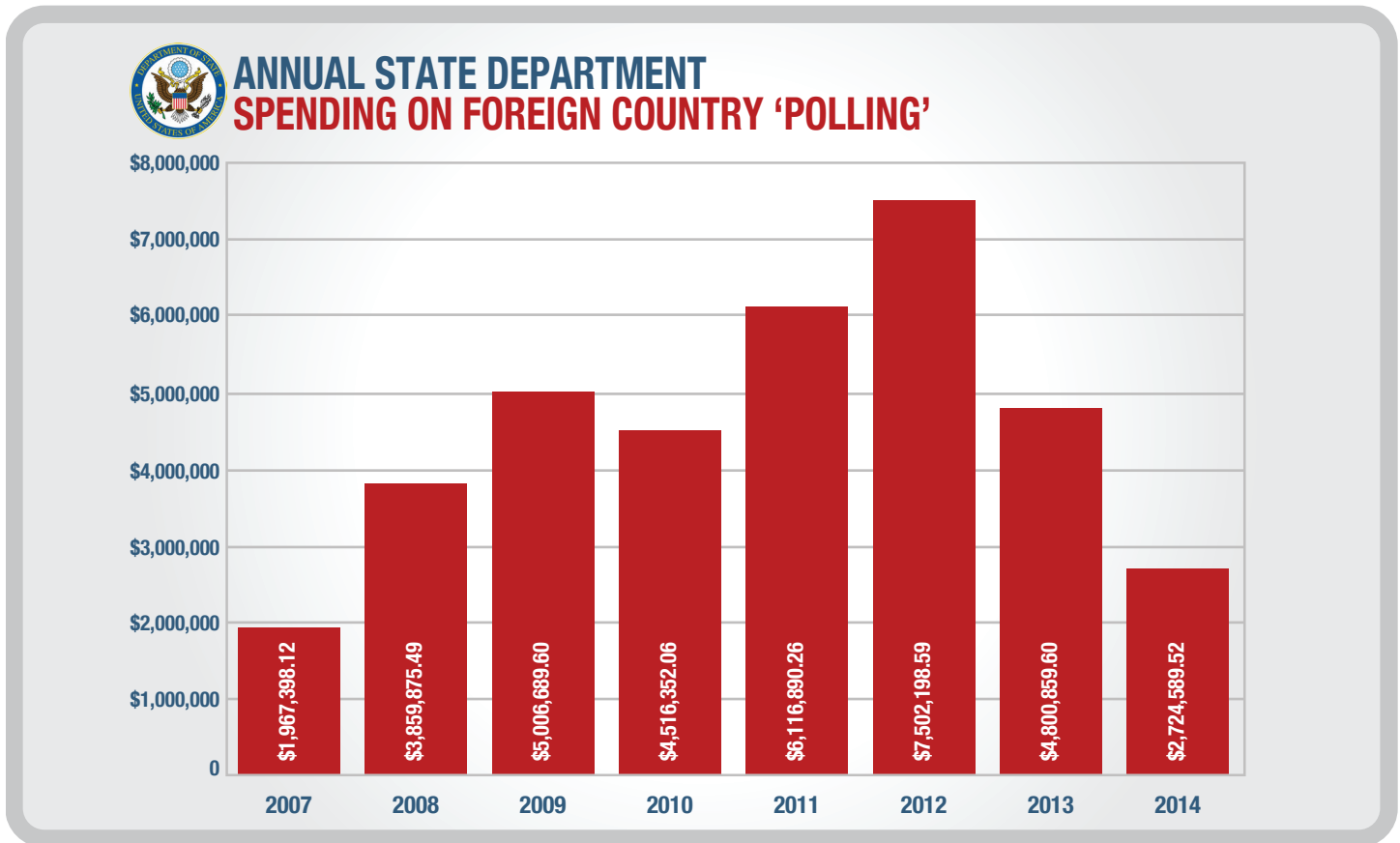
Overseas, the State Department and U.S. Army are heavy consumers of polling and surveys with purchases amounting to approximately \$56 million since 2007.

For example, the Army commissioned multiple polls in Iraq between April, 2011 and July, 2011; three polls and data purchase in Venezuela in September, 2009; repeated polling in Argentina during the fall of 2012; plus polling in Mali, Haiti, Chad, and throughout Africa.

FOR EXAMPLE: STATE DEPARTMENT – \$36.5 MILLION ON ‘INTERNATIONAL POLLING’

The State Department spent \$36.5 million on International survey contracting since 2007. \$34.3 million of the total dollars were ‘disclosed’ by State only to ‘miscellaneous foreign vendors.’ State Dept claimed in the [Washington Times](#) that true disclosure of a foreign contractor without a DUNS number is not required under the law. We feel that disclosure of foreign contractors is vital to public oversight.

US GOVERNMENT SPENDS \$36,494,853.24 ON FOREIGN COUNTRY 'POLLING'



SOURCE: OPENTHEBOOKS.COM, UNITED STATES GOVERNMENT PUBLIC RELATIONS CONTRACT SPENDING

Millions of dollars purchased polling of our allies and non-allies alike covering a wide range of topics.

Here are samples of the countries surveyed: Britain, Czechoslovakia, Tajikistan, Armenia, Serbia, Africa, Poland, Spain, Sri Lanka, Germany, Mexico, India, Korea, Italy, Hungary, Greece, Pakistan, Palestinian Territories, Chile, Vietnam, New Zealand, Fiji, Moldova, Zambia, Georgia, Morocco, & Tunisia.

Some examples of State Department polling: a 'survey of medical insurance in Spain (\$24,727; FY2014), 'Elite Survey in Russia,' (\$117,000; FY2014), 'U.S. Embassy Suriname Survey' (\$9,500, FY2014), and 'Public Opinion Poll Survey To Address Public Attitudes Towards Domestic And International Affairs In Austria' (\$50,728). These are representative samples of State Department surveys.

We found that State contracted with Associated Press (\$36,168, FY2011). This is either a massive conflict of interest, or an accounting error.

On Friday, November 20, 2015, the [Washington Times awarded the State Department their 'Golden Hammer Award'](#) for the week's worst example of waste, fraud, corruption and abuse in federal spending. This award was based on our exposure and the article ran on the front page of newspaper.

FOR EXAMPLE: INTERNAL REVENUE SERVICE – \$17.49 MILLION POLLING AND ANALYSIS

Despite employing more than 133 public affairs officers at a cost of \$116.8 million since 2007, the Internal Revenue Service is a heavy user of polling to gauge “stakeholder satisfaction.” The IRS spent \$17.49 million on such polling since 2007 mostly on different types of IRS Satisfaction Surveys and analysis. Under the last Bush administration year (2008), the IRS disclosed \$1.4 million in polling and survey work. By FY2014, the Obama administration disclosed \$4.3 million in annual charges. Here are links to samples of IRS polling: 1. A chart [of current IRS Customer Satisfaction Surveys](#); 2. The 2014 IRS Oversight Board – [Taxpayer Attitude Survey](#).

Recently, ICF International won [a \\$21.5 million ‘blanket service agreement’](#) with IRS for a one-year contract with four optional years. ICF International bills out their telephone interviewers at \$38.31 per hour or \$79,685 per year per position and data entry operators for \$33.85 per hour. [Click here](#) for the ICF labor rate schedule. Under this specific schedule, ICF has billed the IRS \$4.46 million in survey work since 2008.

\$145,350 Telephone Survey Operators – the ‘Junior Survey Statisticians’ at Fors Marsh

Under a contract with the IRS, Fors Marsh was paid \$2.499 million for polling and survey work including \$226,915 for an “injured spouse satisfaction survey” (FY2013-FY2014). Under this contract, Fors Marsh billed the IRS up to \$69.88 per hour (\$12,113 per month, \$145,350 per year) for each position of “Junior Survey Statistician” described as a “telephone survey operator” with no experience necessary. Twelve additional positions billed up to \$234.63 per hour. [Click here](#) to review the labor rate schedule.

IRS PUBLIC RELATIONS – \$17.53 MILLION IN SURVEY SPENDING



IRS PUBLIC RELATIONS SURVEY SPENDING BY YEAR FROM FY2008–FY2014

YEAR	TOTAL
2008	\$1,426,751.02
2009	\$1,105,166.54
2010	\$1,702,129.60
2011	\$3,364,089.06
2012	\$2,837,350.17
2013	\$2,809,027.08
2014	\$4,286,796.44
Total FY2008-FY2014	\$17,531,309.91

SOURCE: OPENTHEBOOKS.COM, UNITED STATES GOVERNMENT PUBLIC RELATIONS IRS SURVEY SPENDING

To analyze the numbers, the IRS contracted with Pacific Consulting Group who gleaned \$8.64 million from their IRS contract. [Click here](#) to review PCG's federal billing rates. PCG was the #1 IRS survey vendor between FY2008-FY2014. For example, PCG billed the IRS \$73.86 per hour for "administrative support," \$67.29 per hour for "research assistants," and up to \$336.52 per hour for "project directors."

Other IRS surveys studying taxpayer behavior in FY2014 include: "Taxpayer use of paper products" (\$125,000), "Tipping Income Behavior" (\$82,436), "Tipping Income Blanket Purchase Agreement" (\$224,969), and "Tipping Income Study" (\$227,435).

CASE STUDY: ENVIRONMENTAL PROTECTION AGENCY – \$170 MILLION



Despite employing up to 198 public affairs officers (FY2012), the Environmental Protection Agency (EPA) spent over \$26 million with outside public relations consultants from FY2000-2014. Since FY2007, EPA spent over \$141.496 million in salaries plus \$1.5 million in bonuses on permanent 'Public Affairs Officers.'

We quantified total EPA PR spending of \$170 million. For example, we discovered that the EPA spent \$116,490 on polling for 'development of future scenarios for EPA's *'multi-pollutant emissions projections and air quality analyses'* in July, 2010. The EPA uses these surveys to help craft environmental regulations like the Clean Water Act and Clean Air Act.

As exposed [by the New York Times in 2015](#), EPA PR spending may be crossing the line and conflicting with federal anti-lobbying laws. Did the EPA manufacture overwhelming support through an extraordinary social media campaign?

The EPA proposed a rule and then immediately embarked on a media campaign. To enact a regulation, federal agencies typically propose a rule, allow the public to comment on that proposal and then alter its final regulation based on those comments. But, in 2014, the EPA unveiled a proposed regulation to expand its authority under the Clean Water Act. Then, it launched a social media campaign to draw public support.

The agency also enlisted Thunderclap - a site specializing in broadening messages' reach through social media. The EPA Thunderclap "I Choose Clean Water" campaign claims to have reached more than 1.8 million. The software has been likened to creating a 'virtual flash-mob' of online support.

Critics charge the EPA violated the Anti-Lobbying Act - a federal law that curbs government officials' advocacy work. The EPA denied any wrong-doing.

CASE STUDY: THE ADVERTISING INTERNS – BILLING \$48 - \$88 PER HOUR



We reviewed contracts from some of the top advertising agencies in the world contracting with the federal government. Disclosed in their U.S. General Services Administration labor supply contracts are the position designation of... **THE INTERN.**

A review of contractor billing rates for this position of INTERN shows a range between \$48.36 per hour (\$100,589 per year) by Hills + Knowlton Strategies, \$55.21 per hour (\$114,837 per year) by Fleishman-Hillard, \$60.76 per hour (\$126,381 per year) by Ogilvy Public Relations, and up to \$88.26 per hour (\$183,581 per year) by Ketchum!



Review the federal contract labor rates by Ketchum in the report appendix.

Ketchum actually pays their interns – which is a good thing - since they are billing Uncle Sam for the annual equivalent of \$183k per year. Ketchum advertises their ‘internship position’ on their website and actively recruits college students. The pay rate is not disclosed, but the market does not bear \$183,000 per annum. [Click here](#) to see the Ketchum website that describes their internships.

Ketchum is billing out their ‘web developer’ position for \$186.33 per hour, or \$387,566 per year; billing their ‘video producer editor’ for \$242.72 per hour or \$504,848 per year; billing their Video Content Producer for \$273.67 per hour or \$569,234 per year; and so forth...

CASE STUDY: GALLUP ORGANIZATION – \$41.856 MILLION | \$1.7 MILLION FROM VA



Between years FY2010-FY2014, the Veterans Administration contracted Gallup Organization to survey employees in regards to ‘employee engagement’ and other employee satisfaction issues. Total spending into Gallup was \$1.7 million. This survey work of VA employees occurred before, during, and after one of our nation’s most egregious crisis: 70% of VA facilities ‘cooked the books’ to show no vet/doctor wait-times, yet thousands of veterans waited up to six months to see a doctor.

Although, Gallup was paid over \$1.7 million during this period, there is no indication that their ‘employee polling and surveys’ led to or identified the need for any real reforms – while some veterans died waiting to see a doctor.

Within the Gallup GSA contract, the government is billed \$572.70 per hour (\$1.192 million per year) for a ‘Subject matter Expert Senior Practice Expert 1’ and \$424.58 per hour (\$883,126 per year) for a ‘Client Development Partner.’

On a 40-hour work week, in the contract, the hourly billing varies for positions such as Client Service (CE) Analyst (\$138.36 per hour; or \$287,789 per year), CE associate (\$143.17 per hour; or 297,794 per year), CE consultant (\$182.67 per hour; or \$379,954 per year), specialist (\$263.93 per hour; \$548,974 per year), CE Senior Specialist (\$281.41 per hour; \$585,333 per year), CE Manager (\$328.02 per hour; \$682,282 per year), and CE Senior Client Service Manager (\$424.58 per hour; \$883,126 per year).

In fact, 38 positions bill the government – with the lowest cost of \$70.11 per hour for the position of ‘outbound interviewer.’ This pay rate of an hourly rate of \$70.11 equates to a weekly pay of \$2,804, monthly pay of \$12,152, and an annual salary of \$145,829. Review the Gallup/ U.S. Government billing rates in report appendix.

CASE STUDY: BOOZ | ALLEN | HAMILTON – \$6.217 MILLION

Booz, Allen, Hamilton has a five-year contract with a five year extension with the U.S. General Services Administration. Booz is contracted to provide 1. Advertising services, 2. Public relations services, 3. Market Research and analysis services, 4. Video/film production services, 5. Exhibit design and implementation services, and 6. Integrated marketing services.

The Booz billing rate of \$525.62 per hour for an ‘executive managers’ position equates to a weekly pay of \$21,025, monthly pay of \$91,107, and an annual salary of \$1,093,290.

The Booz contract allows them to bill the government for 70 positions ranging from \$64.24 per hour for a ‘Communications Specialist I’ to \$525.62 per hour for the ‘Executive Manager.’ There are 6 positions that Booz is billing at \$300 per hour plus, 3 position billing at over \$400 per hour, 2 positions billing at over \$500 per hour, 15 positions billing over \$200 per hour, 32 billing at over \$100 per hour, and 13 positions billing between \$64 and \$99 per hour. Review the Booz – U.S. Government contract in report appendix.

Booz describes their work as ‘skilled in the fields of marketing, media, and public information. *We provide strategic and cost-effective implementation support based on our clients’ specific needs... from the disciplines of marketing, media relations, public affairs, outreach, information management, technology, advertising and corporate communications.*’

Under this contract, Booz did projects for Consumer Protection Agency and Bureau of the Public Debt. The U.S. Army is also a client, but under a separate GSA contract with Booz.



CASE STUDY: ABT ASSOCIATES – \$45 MILLION

In addition to other federal work, ABT Associates compiles the annual ‘Arrestee Drug Abuse Monitoring Program II’ for Office of the President, under contract number GS-10F-0086K, Bureau of the Public Debt. [Click here](#) to review the 2013 report.

ABT Associates 20 Year Federal Contract (FY2000-FY2020): the General Service Administration Federal Supply Service (GSA) and the company negotiated labor rates for federal contract work. [Please click here to review the labor supply rates through 2020.](#)

Summary of ABT/GSA federal contract labor rates: ABT has authorization to bill up to \$337 per hour for Principal Associate Scientists through \$59 per hour for ‘Survey Support Assistants.’ There are 19 additional job classifications billing taxpayers.

By 2020, ABT will be able to bill the federal agencies from \$397 per hour to \$69 per hour. *On a 40 hour work week, therefore, ABT would be able to bill their highest paid employee to the federal agencies at an hourly rate of \$397.00 equating to weekly pay of \$15,880, monthly pay of \$68,813, and an annual salary of \$825,760.*

Recent job postings for a ‘research interviewer’ position show ABT recruiting at \$9.38 per hour in West Long Branch, NJ and \$9.05 per hour in Fort Meyers, FL. A company profile from Global Market Research shows the company employs 300 telephone positions in three locations: NY, FL, NJ.

For public relations, survey, and focus group work, ABT has billed federal agencies over \$45 million since 2007. The ABT CEO Kathleen Flanagan has a federally reported salary of over \$1.009 million per year. ABT has worked with many agencies of the federal government including focus group facilitation for such agencies as EPA, Department of Transportation, and issues such as HIV/AIDS.

CASE STUDY: U.S. INVESTIGATIONS SERVICE – \$998 MILLION



We identified over \$1.46 billion ‘background checks’ on federal employees paid out of a public relations fund account largely from the Office of Personnel Management:

From the federal checkbook: \$1.46 billion in payouts to three contractors for background and national security checks of federal employees were logged under ‘R422: Support – Professional: Market Research/ Public Opinion.’ The vast majority of this work was

procured through the Office of Personnel Management. ***For the purposes of this oversight report, we excluded these transactions from our consideration. Background checks are not ‘market research’ or ‘public opinion.’***

U.S. Investigations is the firm that vetted Edward Snowden. Despite nearly \$1 billion of ‘background check’ billing of the federal agencies since 2007, U.S. Investigations Service and its parent company Altegrity, Inc. filed for [bankruptcy and are subject to a \\$30 million settlement](#) reached in August, 2015 with the Department of Justice (DOJ). DOJ alleged, “*the firm failed to perform quality control reviews in connection with its background investigations.*”

History: U.S. Investigations is a privatized 'spin-out' of the federal agency, Office of Personnel Management (1996), and became the largest federal contractor for employee background searches.

CASE STUDY: AMERICAN INSTITUTES FOR RESEARCH IN THE BEHAVIORAL SCIENCES – \$95.063 MILLION

American Institutes for Research in the Behavioral Sciences (AIRS) is a non-profit, public charity subject to 501(c)3 of the Internal Revenue code. According to the data compiled at OpenTheBooks.com, AIRS ranks as the third largest contractor to the federal government in the providing of public relations, surveys, research and polling since FY2007. In federal procurement documents, here's how AIR's describes themselves: "since AIR's founding in 1946, the Federal Government has been our largest and most important client."



According the AIRS 2013 IRS990 tax filing, the organization has net assets of \$266.157 million - with a 1- year increase in net assets of nearly \$27 million. Disclosed compensation from AIRS and related organizations for President/CEO David Meyers was \$958,922; Executive VP Jon Cohen made \$917,252, and fourteen other executives cleaned off another \$6.833 million in total compensation.

During this fiscal year, AIRS collected over \$313 million from their federal government work. Let's analyze their public relations billings since 2007.

During the period FY2007-FY2014, AIRS has billed various federal agencies for \$95.063 million in services relating to public relations, survey, research and polling. Here are work samples described by the disclosed federal contract data: Strategic Communications, Enhanced Marketing, and Health Marketing Communications For

Hiv, Aids, Viral Hepatitis, Std And Tb (\$39.1 million), 'Health Marketing Services' (\$14.39 million), Production of the Surgeon General's Report on Smoking and Health (\$5.61 million), Public Relations (\$4.33 million), and more.

The AIRS 'PR' contract is a possible 20-year agreement. The basic contract is 5-years, from November 9, 2011 through November 8, 2016, with three 5-year optional extension periods. The federally negotiated labor supply price list for AIRS includes their 'Advertising & Integrated Marketing Solutions' General Solutions Agreement contract to provide 'advertising services,' 'public relations,' 'strategic marketing plans,' 'branding initiatives,' 'identify and analyze target markets,' 'determine market trends and conditions,' 'conduct focus groups, telemarketing and individual interviews,' 'video/film production services,' 'exhibit design and implementation services,' and 'integrated marketing services.'

These AIRS-GSA labor rates include thirty positions billing from 'web developers' (\$72.20/hour, \$150,176/year), 'senior web developers' (\$148.77/hour, \$309,442/year), 'art director- senior designer' (\$159.29/hour, \$331,323/year), 'senior communications researcher' (\$180.74/hour, \$375,939/year), to the account manager-director (\$277.86/hour, \$577,949/year). Please review the AIRS – GSA labor rate schedule, [click here](#).



TOP 50 FEDERAL AGENCIES PROCURING OUTSIDE PR SERVICE FIRMS FY2007 – FY2014

FEDERAL AGENCY	SUM OF \$\$ OBLIGATED
7523: CENTERS FOR DISEASE CONTROL	\$412,719,149.57
2100: DEPT OF THE ARMY	\$254,976,200.07
7522: SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION	\$163,014,308.14
7022: FEDERAL EMERGENCY MANAGEMENT AGENCY	\$96,630,602.10
7529: NATIONAL INSTITUTES OF HEALTH	\$82,221,723.07
1900: STATE, DEPARTMENT OF	\$79,919,934.36
1700: DEPT OF THE NAVY	\$79,833,635.89
7526: HEALTH RESOURCES AND SERVICES ADMINISTRATION	\$70,593,937.42
2041: BUREAU OF ENGRAVING AND PRINTING	\$67,213,086.16
7528: AGENCY FOR HEALTH CARE POLICY AND RESEARCH	\$60,734,628.00
2036: BUREAU OF THE PUBLIC DEBT	\$48,677,437.67
3600: VETERANS AFFAIRS, DEPARTMENT OF	\$38,437,439.89
6940: NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION	\$35,467,179.01
7200: AGENCY FOR INTERNATIONAL DEVELOPMENT	\$34,727,374.70
4735: FEDERAL ACQUISITION SERVICE	\$28,661,590.57
7530: CENTERS FOR MEDICARE AND MEDICAID SERVICES	\$25,231,661.81
9577: CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	\$25,026,634.73
9568: BROADCASTING BOARD OF GOVERNORS	\$24,608,733.72
7001: OFFICE OF PROCUREMENT OPERATIONS	\$23,967,297.95
9748: DEFENSE HUMAN RESOURCES ACTIVITY	\$23,891,681.64
1605: OFFICE OF THE ASSISTANT SECRETARY FOR ADMIN AND MANAGEMENT	\$22,366,351.72
1406: OFFICE OF POLICY, MANAGEMENT, AND BUDGET	\$21,928,706.53
4732: FEDERAL ACQUISITION SERVICE	\$21,155,727.81
2050: INTERNAL REVENUE SERVICE	\$17,492,410.64
6800: ENVIRONMENTAL PROTECTION AGENCY	\$15,121,604.36
7555: OFFICE OF ASST SECRETARY FOR HEALTH EXCEPT NATIONAL CENTERS	\$14,979,325.98
1406: OFFICE OF POLICY, BUDGET AND ADMINISTRATION	\$14,020,494.68
8000: NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	\$13,513,145.89
8600: HOUSING AND URBAN DEVELOPMENT, DEPARTMENT OF	\$13,355,423.60
5700: DEPT OF THE AIR FORCE	\$11,886,325.72
7008: U.S. COAST GUARD	\$9,476,505.16
1323: BUREAU OF THE CENSUS	\$8,785,816.43
7013: TRANSPORTATION SECURITY ADMINISTRATION	\$8,414,458.61
97JC: MISSILE DEFENSE AGENCY (MDA)	\$8,349,419.87
7524: FOOD AND DRUG ADMINISTRATION	\$8,258,049.96
2044: UNITED STATES MINT	\$7,509,166.00
2800: SOCIAL SECURITY ADMINISTRATION	\$6,757,867.18
4740: PUBLIC BUILDINGS SERVICE	\$6,521,468.90
9100: EDUCATION, DEPARTMENT OF	\$6,099,883.81
12F2: FOOD AND NUTRITION SERVICE	\$5,787,032.56
7012: U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT	\$4,966,855.70
955F: CONSUMER FINANCIAL PROTECTION BUREAU	\$4,279,273.50
8900: ENERGY, DEPARTMENT OF	\$4,157,759.36
1630: EMPLOYMENT AND TRAINING ADMINISTRATION	\$3,867,560.60
4900: NATIONAL SCIENCE FOUNDATION	\$3,768,103.23
1341: NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY	\$3,612,905.56
9507: COMMODITY FUTURES TRADING COMMISSION	\$3,516,293.63
97AZ: DEFENSE COMMISSARY AGENCY (DECA)	\$3,324,288.46
4500: EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	\$3,101,633.74
2700: FEDERAL COMMUNICATIONS COMMISSION	\$2,855,116.13

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PUBLIC RELATIONS FEDERAL PR CONTRACT SPENDING



TOP 50 OUTSIDE PR FIRMS WITH FEDERAL CONTRACTS FY2007 – FY2014

PR CONTRACTOR	SUM OF \$\$ OBLIGATED
IQ SOLUTIONS INCORPORATED	\$96,966,370.00
WESTAT, INC.	\$95,365,978.00
AMERICAN INSTITUTES FOR RESEARCH IN THE BEHAVIORAL SCIENCES	\$95,063,563.17
ACADEMY FOR EDUCATIONAL DEVELOPMENT	\$88,910,785.00
LAUGHLIN, MARINACCIO & OWENS, INC.	\$87,977,515.00
LEAPFROG SOLUTIONS TEAM FLOODSMART JV, LLC	\$87,143,035.00
RESEARCH TRIANGLE INSTITUTE	\$79,574,533.43
OGILVY PUBLIC RELATIONS WORLDWIDE INC.	\$73,256,814.00
MISCELLANEOUS FOREIGN CONTRACTORS	\$68,967,056.49
YOUNG & RUBICAM INC.	\$60,528,620.00
ABT ASSOCIATES INC.	\$45,127,719.00
FLEISHMAN-HILLARD, INC	\$43,376,321.00
KENJYA GROUP INCORPORATED	\$41,926,223.68
GALLUP, INC.	\$41,856,141.00
MACRO INTERNATIONAL INCORPORATED	\$36,736,785.37
SOS INTERNATIONAL LTD.	\$30,875,285.86
L-3 SERVICES, INC.	\$30,313,472.15
FORS MARSH GROUP LLC	\$28,941,659.00
PORTER NOVELLI PUBLIC SERVICES INC.	\$25,400,533.00
HUMAN RESOURCES MANAGEMENT GROUP INCORPORATED	\$21,636,473.90
MC NEELY PIGOTT & FOX PUBLIC RELATIONS, LLC	\$20,997,560.00
POST MODERN COMPANY	\$18,864,035.30
SYNOVATE	\$18,805,567.50
INTERMEDIA SURVEY INSTITUTE	\$18,320,728.39
MISCELLANEOUS FOREIGN AWARDEES	\$18,254,350.62
MACRO INTERNATIONAL, INC	\$17,287,400.65
FORESEE RESULTS, INC	\$15,808,758.00
DCCA	\$15,555,862.01
CMGRP INCORPORATED	\$13,750,074.07
HAGER SHARP INC	\$13,384,962.26
VANGUARD COMMUNICATIONS OF FALLS CHURCH INCORPORATED	\$13,159,761.00
DANYA INTERNATIONAL INCORPORATED	\$12,618,692.48
HILL AND KNOWLTON STRATEGIES, LLC	\$12,369,204.00
SEAMON CORPORATION	\$11,668,155.10
MCKEAN DEFENSE GROUP, LLC	\$11,416,256.43
BANYAN COMMUNICATIONS, INC.	\$10,420,699.64
PALLADIAN PARTNERS INCORPORATED	\$9,105,575.00
ALTARUM INSTITUTE	\$9,025,412.75
HAGER SHARP, INC.	\$8,966,575.98
PCG ENTERPRISES INCORPORATED	\$8,773,925.13
BLH TECHNOLOGIES, INC.	\$8,003,715.00
PCI COMMUNICATIONS, INC.	\$7,838,038.99
J.D. POWER AND ASSOCIATES, INC.	\$7,342,755.38
RCM SOLUTIONS, INC.	\$7,240,351.39
QUALITY SUPPORT INC	\$6,713,083.20
SCIENCE APPLICATIONS INTERNATIONAL CORPORATION	\$6,335,682.36
BOOZ ALLEN HAMILTON INCORPORATED (3626)	\$6,217,252.00
HARRISON MALDONADO ASSOCIATES INCORPORATED	\$5,965,016.54
THE MEDIA NETWORK INCORPORATED	\$5,946,466.82
LOW & ASSOCIATES INC	\$5,851,186.87

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PUBLIC RELATIONS FEDERAL PR CONTRACT SPENDING

PART 2: PUBLIC AFFAIRS SALARY AND BONUS STUDY **\$2.37 BILLION**

United States Government ranked 2nd largest Public Relations Firm in the World (based on the number of PR employees). [Click here](#) for a ranking of the largest private PR firms in the world.

The public affairs officer position inside the federal government is a lucrative position with more than half of the 3,092 public affairs positions making over \$100,000 per year while also eligible for performance bonuses.

The data posted at OpenTheBooks.com shows that 3,092 ‘public affairs officers’ are employed by over 200 federal agencies in FY2014. The salaries totaled \$2.337 billion since 2007 with ‘performance bonuses totaling \$10.929 million (FY2007-FY2014).

In FY2014, 1,858/ 3,092 federal PR officers made nearly \$100,000 in base salary compensation..

The average federal PR employee made 77.7 percent more than the private sector equivalent position (FY2014). Federal ‘public affairs officers’ made \$98,979 vs. the private sector equivalent job title of ‘public relations specialist’ who earns an average of \$55,680 per year [according to U.S. Bureau of Labor Statistics](#).



ALL FEDERAL AGENCIES – “PUBLIC AFFAIR OFFICERS” TOTAL SALARIES AND BONUS BY YEAR, FY2007 – FY2014

YEAR	SALARIES	BONUS
2007	\$245,265,649.00	\$1,215,800.00
2008	\$265,841,358.00	\$1,799,118.00
2009	\$290,245,316.00	\$1,689,990.00
2010	\$305,285,859.00	\$2,136,166.00
2011	\$311,298,193.00	\$1,714,650.00
2012	\$312,241,872.00	\$1,180,900.00
2013	\$300,799,509.00	\$352,305.00
2014	\$306,044,097.00	\$840,661.00
Total FY2007-FY2014	\$2,337,021,853.00	\$10,929,590.00

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PUBLIC RELATIONS PR SPENDING FOR FEDERAL AGENCIES

AMONG OUR FINDINGS:

- Since 2007, PR positions increased in the federal government by 15 percent - an addition of 402 positions – from 2,688 to 3,092. Total PR salary spending by year increased by 22.4 percent despite a long period of freeze and sequester in federal hiring.
- The top PR employee salary is Bryan K. Hubbard at Department of Treasury who made \$239,637 in salary during FY2014. The runner-up Stephen J Katsanos at Federal Deposit Insurance Corporation made \$215,861.
- PR employee performance bonuses peaked during the Obama administration at \$2.136 million in FY2010 and \$1.71 million in FY2011.
- Since FY2007, federal agencies have given employees over \$10.929 million in performance bonuses to help enhance annual compensation.
- The highest annual performance bonuses for employees have ranged from \$35,940 to \$15 during FY2007 - FY2014. **Federal agencies awarded 8,005 ‘performance bonuses’ to PR employees - 200 bonuses exceeded \$5,000.**
- Total annual salaries at all federal agencies for PR amount to \$306.044 million in FY2014.
- Federal PR salaries out-paced CPI inflation since 2007 36.19 percent since 2007. Total annual salary spend is up 21.22 percent since FY2007, while inflation is up 15.58 percent.
- 1,858 federal PR employees have salaries over \$100,000 - 60 percent of the entire staff. More than 576 PR staffers earn over \$125,000 per year.



TOP 10 FEDERAL AGENCIES PR SALARY SPENDING PLUS BONUSES FY2011 – FY2014

DEPARTMENT	PR SALARY	PR BONUS	COUNTS
Department of Agriculture	\$178,881,430	\$682,500	512
Department of Interior	\$110,925,052	\$561,224	312
Department of Health and Human Services	\$108,734,936	\$308,996	296
Department of Veteran Affairs	\$94,427,478	\$401,148	210
Department of Homeland Security	\$90,161,315	\$317,472	214
Department of Treasury	\$79,364,621	\$195,827	165
Environmental Protection Agency	\$76,378,436	\$652,773	170
Department of State	\$67,253,396	\$37,400	164
Social Security Administration	\$61,427,239	\$83,864	141
Internal Revenue Service	\$59,918,360	\$47,871	133

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PUBLIC RELATIONS PR SPENDING FOR FEDERAL AGENCIES

CASE STUDY – SOCIAL SECURITY ADMINISTRATION PR \$129.1 MILLION SALARY | \$171,141 BONUS (FY2007-FY2014)

The Social Security Administration used to employ 171 ‘public affairs officers’ (FY2010), but in FY2014 the disclosed number is 141. The largest concentration of PR staff (45 officers) are based at press office headquarters in Woodland, MD in Baltimore County. The rest of the PR operation works within the ten regions at locations around the country.

The duties of the public affairs specialists are to educate the public, community organizations, and media contacts about Social Security programs and benefits, including making presentations and speeches about a variety of Social Security issues. The average salary for the PR officer is \$100,097 with \$201 average ‘performance bonuses’ in FY2014.

Many of the hires for current federal PR positions had thin previous experience. A review at Linked-In of 25 Social Security Public Affairs Officers profiles [at Linked-In reveals](#) only four with previous PR experience, the rest had various past jobs including airline supervisors and private sector accounting.

CASE STUDY – U.S. DEPARTMENT OF AGRICULTURE PR \$178.8 MILLION SALARY | \$682,500 BONUS (FY2011-FY2014)

This case study on the Department of Agriculture PR salaries and bonuses only ranges from FY2011-FY2014. Our findings show that Agriculture (AG) employs the most public affairs officers of any unit of the federal agencies.

The average salary of an AG PR officer is \$86,356 with an average bonus of \$312 in FY2014. Federal AG employs 518 PR officers, down slightly from 540 officers in FY2011. AG spends \$44.73 million per year on PR salaries and \$143,618 on ‘performance bonuses.’

The Department of AG handles many functions including Assisting Rural Communities, Food and Nutrition Programs, the Farm Bill, Export/Import of farm products, Agricultural research and studies, and conservation - among other functions.

CASE STUDY – LAWRENCE SPINELLI – OVERSEAS PRIVATE INVESTMENT CORPORATION | \$20,000 BONUS (FY2010)

After running the public affairs department of the Overseas Private Investment Corporation since 2000, Mr. Lawrence Spinelli received an appointment by President Obama to Acting President of Overseas Private Investment Corporation (OPIC) in 2009. Spinelli served OPIC in this appointment until June, 2010.

In FY2010, Spinelli received a \$20,000 bonus on top of his disclosed \$165,300 base salary under the job title of public affairs officer. The \$20,000 bonus is the third largest bonus of all public relations ‘performance bonuses’ since FY2007. Currently, Spinelli is the OPIC Director of Outreach and Public Affairs.

OPIC has a mission very similar to the embattled U.S. Export – Import Bank (Ex-Im Bank).



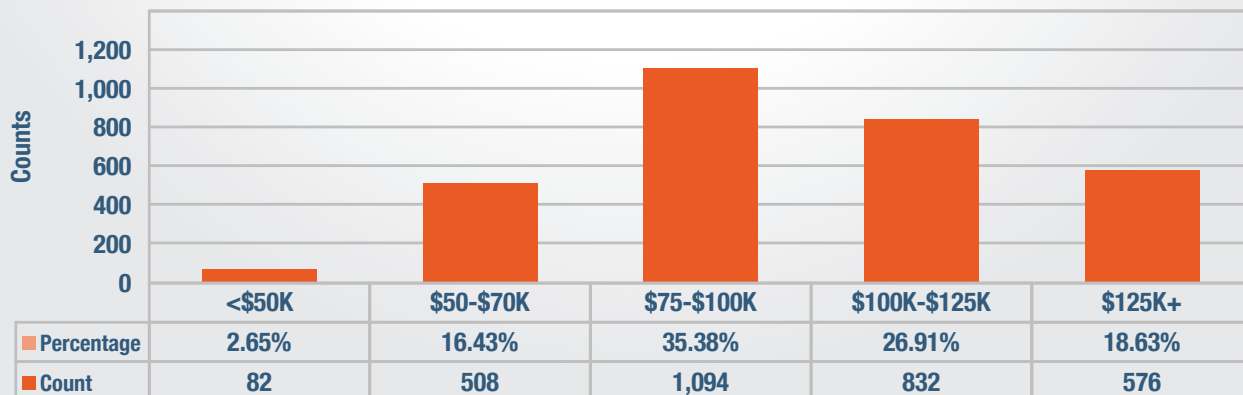
ALL FEDERAL AGENCIES PUBLIC AFFAIRS TOP SALARIES 2014

In the latest fiscal year available at OpenTheBooks.com, the Top 25 SALARIES are displayed below. These salaries represent only “pensionable” salary—the annual amount that figures into the eventual calculation of the employees retirement annuity. These figures are not total cost which includes perks & pension benefits.

YEAR	NAME	SALARY	AGENCY NAME
2014	Hubbard, Bryan K	\$239,637	Department Of Treasury
2014	Katsanos, Stephen J	\$215,861	Federal Deposit Insurance Corporation
2014	Trackman, Brian	\$202,289	Commodity Futures Trading Commission
2014	Quinn, Christine D	\$194,930	Farm Credit Administration
2014	Adamoli, Joseph	\$186,077	Department Of Treasury
2014	Saunders, Fleming	\$186,077	Department Of Treasury
2014	Burklow, John T	\$181,500	Department Of Health And Human Services
2014	Weber, Mark A	\$181,500	Department Of Health And Human Services
2014	Ziska, Deborah S	\$181,500	Smithsonian Institution
2014	Kramer, Martin A	\$178,500	Department Of Health And Human Services
2014	Hernandez, Gregory	\$178,399	Federal Deposit Insurance Corporation
2014	Hendricks, Cedric R	\$177,427	Court Services And Offendr Supervsn Agcy
2014	Immergut, Steven T	\$175,000	Department Of Health And Human Services
2014	Weaver, Kimberly A	\$173,631	Fed Retirement Thrift Investment Board
2014	Belisle, Kristine R	\$173,040	Federal Housing Finance Agency
2014	Fallon, Brian E	\$172,500	Department Of Justice
2014	Molinaro, Anthony Thomas	\$172,090	Department Of Transportation
2014	Spinelli, Lawrence	\$171,400	Overseas Private Investment Corporation
2014	Holden, Dennis W	\$169,626	Commodity Futures Trading Commission
2014	Melendez, Nicolas A	\$168,863	Department Of Homeland Security
2014	Engleman Connors, Ellen	\$168,193	Department Of Homeland Security
2014	Daniel, Katherine L	\$167,524	Department Of Health And Human Services
2014	Lasher, Jonathan L	\$167,107	Social Security Administration
2014	Jones, Bethany	\$167,001	Department Of Agriculture
2014	Harrington, Holly M.	\$166,794	Nuclear Regulatory Commission



ALL FEDERAL AGENCIES PUBLIC AFFAIRS SALARY RANGES 2014



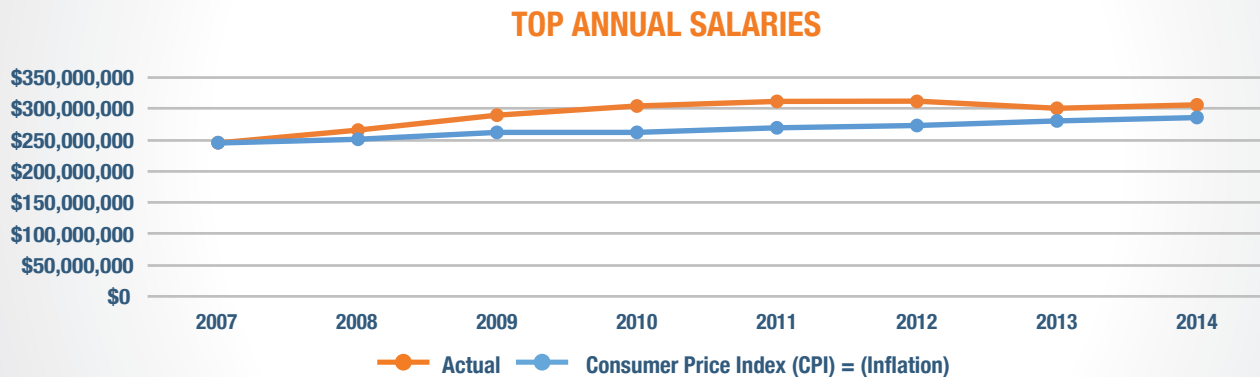
SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PR SALARY RANGES FOR ALL AGENCIES



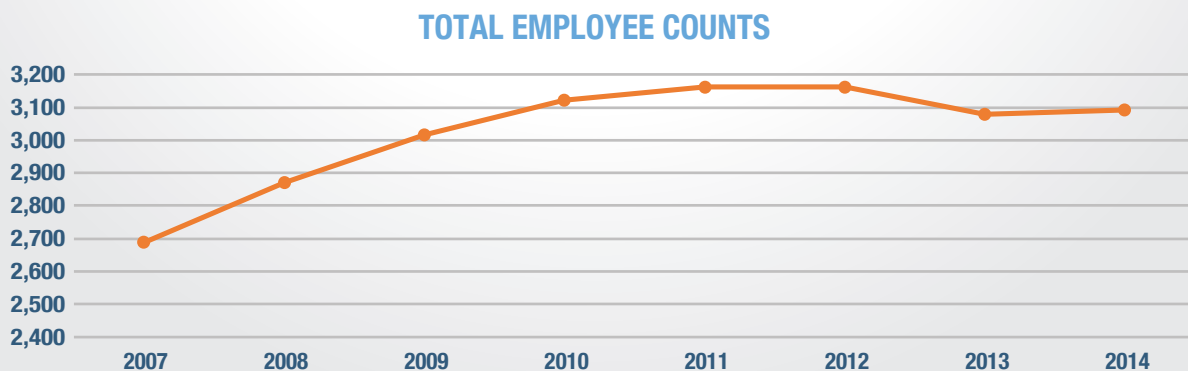
ALL FEDERAL AGENCIES PUBLIC AFFAIRS TOP ANNUAL SALARIES AND EMPLOYEE COUNTS

ACTUAL					CONSUMER PRICE INDEX (CPI)	
YEAR	COUNT	SALARY	%CHANGE	AVG SALARY	SALARY	%CHANGE
2014	3,092	\$306,044,097	1.71%	\$98,979	\$285,993,799	1.70%
2013	3,079	\$300,799,509	-3.80%	\$97,694	\$281,213,175	3.00%
2012	3,162	\$312,241,872	0.30%	\$98,748	\$273,022,500	1.50%
2011	3,162	\$311,298,193	1.93%	\$98,450	\$268,987,685	2.70%
2010	3,120	\$305,285,859	4.93%	\$97,848	\$261,915,954	0.10%
2009	3,016	\$290,245,316	8.41%	\$96,235	\$261,654,300	4.08%
2008	2,870	\$265,841,358	7.74%	\$92,628	\$251,397,290	2.50%
2007	2,688	\$245,265,649	-	\$91,245	\$245,265,649	-
			21.22%			15.58%

FACT: Since 2007, Total Annual Salaries has increased by +36.19% over Consumer Price Index (CPI) = (inflation)



FACT: Since 2007, Total Annual Salaries have increased by +\$60,778,448 or +24.78%



FACT: Since 2007, Total Employee Counts have increased by +404 or +15.03%

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PR SALARIES & EMPLOYEE COUNT FOR ALL AGENCIES

GLOSSARY

“Public Affairs Officer” – historically called ‘information officers’ or derided as ‘propagandists’ – the public affairs officers primary duty is to inform the public. In order for representative government to thrive, the people must be informed regarding programs, issues and solutions.

“Hourly Billing by Advertising Firms” – within the hourly prices by Labor Category of the General Services Administration of the Federal Supply Service are ‘Authorized Federal Supply Schedules.’ In our data at OpenTheBooks.com, we reviewed the unique contract identifiers researched the underlying advertising and survey contracts of outside vendors to compile our findings. To the extent that we extrapolated a weekly, monthly, and yearly payout to these vendors, we used the website: <https://www.calcxml.com/calculators/convert-hourly-to-salary?>

“Federal Anti-Lobbying Act” - the Federal Anti-Lobbying Act is a law that prohibits the government from advocating a proposed policy to the people. Strict interpretation opinions have been issued by the Department of Justice over the years. Tax dollars can not be used by government to advocate for government policies. The gray area is whether or not the spending action is for an ‘educational purpose’ or an advocacy purpose.’

“Google Your Government Act 2006” – a bi-partisan bill co-sponsored by U.S. Senator Tom Coburn and U.S. Senator Barack Obama. This legislation opened federal spending to transparency for the first time in national history. Categories disclosed are contracts, loans, direct payments, and grants. This legislation makes our work at OpenTheBooks.com possible.

“Gillet Amendment of 1913” – states that, *“Appropriated funds may not be used to pay a publicity expert unless specifically appropriated for the purpose.”* Broadly interpreted as a ban on public relations in government, but also why titles are changed to ‘public affairs officer,’ ‘press secretary,’ and ‘information officers.’

“Performance Bonus” – since the 1980’s the federal government has recognized meritorious public service with financial incentives. The Performance Bonus is part of this program.

BACKGROUND ON OUR REPORT RESEARCH:

The Federal Government is a massive entity. Regular citizens must begin to understand what government is spending – on our behalf. Remember, it's your money. Therefore, we attempt to provide non-partisan facts using the resources of the 2.3 billion captured public expenditures at OpenTheBooks.com. We leave systemic solutions to the public policy debate. Across the policy continuum, everyone can stand against waste, fraud, duplication of services, and taxpayer abuse.

We thank our team...

Craig Mijares, Director of Information Technology at American Transparency, helped assemble and organize datasets. Frank Bruno, Senior Research Fellow, Hillsdale College, MI, and administrator Laura Reigle – researched case examples for this report.

John Hart, Advisor, provided senior editing and contextual analysis. Matthew Tyrmand, Deputy Director, helped edit, and disseminate this report.

Adam Andrzejewski, founder of OpenTheBooks.com and Chairman of American Transparency, provided data interpretation, gave context, and authored this report.

DISCLAIMER:

*This report quantifies PR spending since 2007-2014 from federal transactions compiled at www.openthebooks.com as a result of the Federal Funding Accountability and Transparency Act of 2006. **To the extent that the government makes mistakes in the reporting of inaccurate or incomplete data, our report will reflect these same mistakes.***

ABOUT AMERICAN TRANSPARENCY – WEBSITE: OPENTHEBOOKS.COM

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On a quarterly basis, we publish federal oversight reports. Recent reports have focused on the U.S. Environmental Protection Agency, Export – Import Bank, Fortune 100 Companies, Small Business Administration lending, Veterans Administration salaries and bonuses, and Farm Subsidies in Urban Areas. Learn more at OpenTheBooks.com.



FEDERAL GOVERNMENT SITES LABOR RATES BOOZ ALLEN HAMILTON INC.

Booz Allen Hamilton AIMS Labor Categories and Rates		Government Site			
LABOR CATEGORY	YEAR 11 3/1/13-3/23/14	YEAR 12 3/24/14-3/23/15	YEAR 13 3/24/15-3/23/16	YEAR 14 3/24/16-3/23/17	YEAR 15 3/24/17-3/23/18
EXECUTIVE MANAGER	\$499.32	\$512.30	\$525.62	\$539.29	\$553.31
SENIOR PROGRAM MANAGER	\$347.39	\$356.42	\$365.69	\$375.20	\$384.96
PROGRAM MANAGER	\$293.86	\$301.50	\$309.34	\$317.38	\$325.63
DEPUTY PROGRAM MANAGER	\$194.23	\$199.28	\$204.46	\$209.78	\$215.23
PROJECT MANAGER - V	\$227.85	\$233.77	\$239.85	\$246.09	\$252.49
PROJECT MANAGER - IV	\$192.99	\$198.01	\$203.16	\$208.44	\$213.86
PROJECT MANAGER - III	\$164.37	\$168.64	\$173.02	\$177.52	\$182.14
PROJECT MANAGER - II	\$141.96	\$145.65	\$149.44	\$153.33	\$157.32
PROJECT MANAGER - I	\$118.28	\$121.36	\$124.52	\$127.76	\$131.08
COMMUNICATIONS SPECIALIST V	\$168.10	\$172.47	\$176.95	\$181.55	\$186.27
COMMUNICATIONS SPECIALIST IV	\$149.43	\$153.32	\$157.31	\$161.40	\$165.60
COMMUNICATIONS SPECIALIST III	\$122.03	\$125.20	\$128.46	\$131.80	\$135.23
COMMUNICATIONS SPECIALIST II	\$79.69	\$81.76	\$83.89	\$86.07	\$88.31
COMMUNICATIONS SPECIALIST I	\$54.80	\$56.22	\$57.68	\$59.18	\$60.72
EVALUATION SPECIALIST V	\$183.04	\$187.80	\$192.68	\$197.69	\$202.83
EVALUATION SPECIALIST IV	\$163.11	\$167.35	\$171.70	\$176.16	\$180.74
EVALUATION SPECIALIST III	\$115.79	\$118.80	\$121.89	\$125.06	\$128.31
EVALUATION SPECIALIST II	\$87.16	\$89.43	\$91.76	\$94.15	\$96.60
EVALUATION SPECIALIST I	\$67.23	\$68.98	\$70.77	\$72.61	\$74.50
EDITORIAL V	\$110.81	\$113.69	\$116.65	\$119.68	\$122.79
EDITORIAL IV	\$93.39	\$95.82	\$98.31	\$100.87	\$103.49
EDITORIAL III	\$83.42	\$85.59	\$87.82	\$90.10	\$92.44
EDITORIAL II	\$73.46	\$75.37	\$77.33	\$79.34	\$81.40
EDITORIAL I	\$58.52	\$60.04	\$61.60	\$63.20	\$64.84
MEDIA/MARKETING TECHNOLOGY SPECIALIST - V	\$263.99	\$270.85	\$277.89	\$285.12	\$292.53
MEDIA/MARKETING TECHNOLOGY SPECIALIST - IV	\$234.09	\$240.18	\$246.42	\$252.83	\$259.40
MEDIA/MARKETING TECHNOLOGY SPECIALIST - III	\$180.57	\$185.26	\$190.08	\$195.02	\$200.09
MEDIA/MARKETING TECHNOLOGY SPECIALIST - II	\$135.72	\$139.25	\$142.87	\$146.58	\$150.39
MEDIA/MARKETING TECHNOLOGY SPECIALIST - I	\$95.88	\$98.37	\$100.93	\$103.55	\$106.24
MEDIA SPECIALIST V	\$176.82	\$181.42	\$186.14	\$190.98	\$195.95
MEDIA SPECIALIST IV	\$151.93	\$155.88	\$159.93	\$164.09	\$168.36
MEDIA SPECIALIST III	\$135.72	\$139.25	\$142.87	\$146.58	\$150.39
MEDIA SPECIALIST II	\$108.31	\$111.13	\$114.02	\$116.98	\$120.02
MEDIA SPECIALIST I	\$78.44	\$80.48	\$82.57	\$84.72	\$86.92
INTERNET MEDIA SPECIALIST - V	\$210.42	\$215.89	\$221.50	\$227.26	\$233.17

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT SITE LABOR RATES



FEDERAL GOVERNMENT SITES LABOR RATES BOOZ ALLEN HAMILTON INC. *continued*

Booz Allen AIMS Labor Categories and Rates	Government Site				
	YEAR 11 3/1/13-3/23/14	YEAR 12 3/24/14-3/23/15	YEAR 13 3/24/15-3/23/16	YEAR 14 3/24/16-3/23/17	YEAR 15 3/24/17-3/23/18
INTERNET MEDIA SPECIALIST - IV	\$191.76	\$196.75	\$201.87	\$207.12	\$212.51
INTERNET MEDIA SPECIALIST - III	\$149.43	\$153.32	\$157.31	\$161.40	\$165.60
INTERNET MEDIA SPECIALIST - II	\$115.79	\$118.80	\$121.89	\$125.06	\$128.31
INTERNET MEDIA SPECIALIST - I	\$79.69	\$81.76	\$83.89	\$86.07	\$88.31
POLICY/LEGISLATIVE SPECIALIST V	\$159.37	\$163.51	\$167.76	\$172.12	\$176.60
POLICY/LEGISLATIVE SPECIALIST IV	\$135.72	\$139.25	\$142.87	\$146.58	\$150.39
POLICY/LEGISLATIVE SPECIALIST III	\$118.28	\$121.36	\$124.52	\$127.76	\$131.08
POLICY/LEGISLATIVE SPECIALIST II	\$94.63	\$97.09	\$99.61	\$102.20	\$104.86
POLICY/LEGISLATIVE SPECIALIST I	\$68.48	\$70.26	\$72.09	\$73.96	\$75.88
RESEARCHER - V	\$158.14	\$162.25	\$166.47	\$170.80	\$175.24
RESEARCHER - IV	\$143.19	\$146.91	\$150.73	\$154.65	\$158.67
RESEARCHER - III	\$105.85	\$108.60	\$111.42	\$114.32	\$117.29
RESEARCHER - II	\$69.72	\$71.53	\$73.39	\$75.30	\$77.26
RESEARCHER - I	\$54.80	\$56.22	\$57.68	\$59.18	\$60.72
SUBJECT MATTER EXPERT V	\$444.51	\$456.07	\$467.93	\$480.10	\$492.58
SUBJECT MATTER EXPERT IV	\$407.17	\$417.76	\$428.62	\$439.76	\$451.19
SUBJECT MATTER EXPERT III	\$374.80	\$384.54	\$394.54	\$404.80	\$415.32
SUBJECT MATTER EXPERT II	\$318.76	\$327.05	\$335.55	\$344.27	\$353.22
SUBJECT MATTER EXPERT I	\$229.12	\$235.08	\$241.19	\$247.46	\$253.89
VISUAL COMMUNICATIONS/GRAPHICS SPECIALIST - V	\$145.69	\$149.48	\$153.37	\$157.36	\$161.45
VISUAL COMMUNICATIONS/GRAPHICS SPECIALIST - IV	\$135.72	\$139.25	\$142.87	\$146.58	\$150.39
VISUAL COMMUNICATIONS/GRAPHICS SPECIALIST - III	\$102.11	\$104.76	\$107.48	\$110.27	\$113.14
VISUAL COMMUNICATIONS/ GRAPHICS SPECIALIST - II	\$84.66	\$86.86	\$89.12	\$91.44	\$93.82
VISUAL COMMUNICATIONS/GRAPHICS SPECIALIST - I	\$59.76	\$61.31	\$62.90	\$64.54	\$66.22
ADMINISTRATIVE III	\$83.42	\$85.59	\$87.82	\$90.10	\$92.44
ADMINISTRATIVE II	\$68.48	\$70.26	\$72.09	\$73.96	\$75.88
ADMINISTRATIVE I	\$57.30	\$58.79	\$60.32	\$61.89	\$63.50
FINANCIAL ANALYST III	\$139.46	\$143.09	\$146.81	\$150.63	\$154.55
FINANCIAL ANALYST II	\$99.60	\$102.19	\$104.85	\$107.58	\$110.38
FINANCIAL ANALYST I	\$70.98	\$72.83	\$74.72	\$76.66	\$78.65
FUNCTIONAL EXPERT CONSULTANT, LEVEL V	\$529.21	\$542.97	\$557.09	\$571.57	\$586.43
FUNCTIONAL EXPERT CONSULTANT, LEVEL IV	\$450.75	\$462.47	\$474.49	\$486.83	\$499.49
FUNCTIONAL EXPERT CONSULTANT, LEVEL III	\$326.24	\$334.72	\$343.42	\$352.35	\$361.51
FUNCTIONAL EXPERT CONSULTANT, LEVEL II	\$232.84	\$238.89	\$245.10	\$251.47	\$258.01
FUNCTIONAL EXPERT CONSULTANT, LEVEL I	\$144.44	\$148.20	\$152.05	\$156.00	\$160.06

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT SITE LABOR RATES



FEDERAL GOVERNMENT SITES LABOR RATES

KETCHUM INC.

Ketchum Inc. Labor Categories	Government Site Hourly Rates Effective					
	EFFECTIVE 2/14/12	2/15/12 thru 2/14/13	2/15/13 thru 2/14/14	2/15/14 thru 2/14/15	2/15/15 thru 2/14/16	2/15/16 thru 2/14/17
SENIOR VICE PRESIDENT (SVP)	\$267.51	\$278.21	\$289.34	\$300.91	\$312.95	\$325.47
VICE PRESIDENT/GENERAL MANAGER (VP/GM)	\$245.74	\$255.57	\$265.79	\$276.42	\$287.48	\$298.98
VP, VIDEO CONTENT PRODUCER	\$224.94	\$233.94	\$243.30	\$253.03	\$263.15	\$273.67
VICE PRESIDENT/ACCOUNT SUPERVISOR (VP/AS)	\$221.26	\$230.11	\$239.31	\$248.89	\$258.84	\$269.20
MANAGING ACCOUNT SUPERVISOR (MAS)	\$204.94	\$213.14	\$221.66	\$230.53	\$239.75	\$249.34
VIDEO PRODUCER/EDITOR	\$199.50	\$207.48	\$215.78	\$224.41	\$233.39	\$242.72
ACCOUNT SUPERVISOR (AS)	\$188.61	\$196.15	\$204.00	\$212.16	\$220.65	\$229.47
TECHNICAL LEAD, CONTENT MANAGEMENT	\$172.29	\$179.18	\$186.35	\$193.80	\$201.55	\$209.62
SENIOR ACCOUNT EXECUTIVE (SAE)	\$156.88	\$163.16	\$169.68	\$176.47	\$183.53	\$190.87
WEB DEVELOPER	\$153.15	\$159.28	\$165.65	\$172.27	\$179.16	\$186.33
ACCOUNT EXECUTIVE (AE)	\$143.27	\$149.00	\$154.96	\$161.16	\$167.61	\$174.31
ASSOCIATE ACCOUNT EXECUTIVE (AAE)	\$129.67	\$134.86	\$140.25	\$145.86	\$151.70	\$157.76
ACCOUNT COORDINATOR	\$102.47	\$106.57	\$110.83	\$115.26	\$119.88	\$124.67
INTERN	\$72.54	\$75.44	\$78.46	\$81.60	\$84.86	\$88.26

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT SITE LABOR RATES



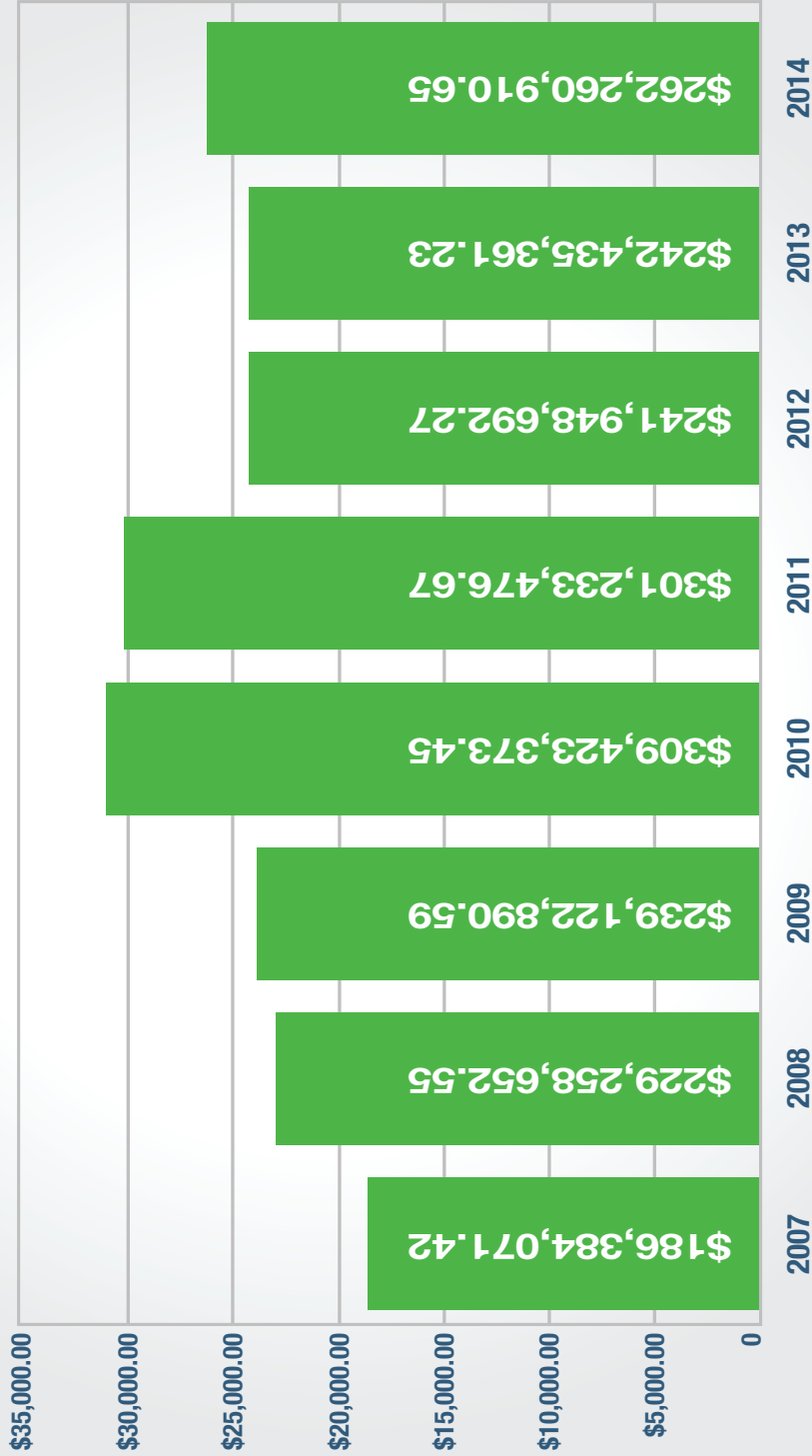
FEDERAL GOVERNMENT LABOR RATES THE GALLUP INC. DBA THE GALLUP ORGANIZATION

CATEGORIES	LABOR RATES
PROFESSION SERVICE/LABOR CATEGORY TITLE	GSA HOURLY RATE
ADMINISTRATIVE SERVICES ASSOCIATE **	\$106.45
CLIENT DEVELOPMENT CONSULTANT	\$143.17
CLIENT DEVELOPMENT SENIOR CONSULTANT	\$217.23
CLIENT DEVELOPMENT MANAGING CONSULTANT	\$276.47
CLIENT DEVELOPMENT SENIOR MANAGING CONSULTANT	\$335.72
CLIENT DEVELOPMENT PARTNER	\$424.58
CLIENT SERVICE ANALYST	\$128.36
CLIENT SERVICE ASSOCIATE	\$143.17
CLIENT SERVICE CONSULTANT	\$182.67
CLIENT SERVICE ADVANCED CONSULTANT	\$192.54
CLIENT SERVICE SPECIALIST	\$263.93
CLIENT SERVICE SENIOR SPECIALIST	\$281.41
CLIENT SERVICE MANAGER	\$328.02
CLIENT SERVICE SENIOR CLIENT SERVICE MANAGER	\$424.58
COMMUNICATIONS ADMINISTRATOR	\$168.85
COMMUNICATIONS EDITOR	\$281.41
DATA PRODUCTION SPECIALIST	\$111.87
LEARNING & DEVELOPMENT SENIOR CONSULTANT	\$265.02
MIS ADMINISTRATION	\$159.67
OUTBOUND INTERVIEWER **	\$70.11
PRACTICE ADMINISTRATION PRACTICE ANALYST	\$128.36
PRACTICE ADMINISTRATION CHIEF SCIENTIST	\$424.58
PRACTICE ADMINISTRATION PRACTICE MANAGER	\$192.54
PRACTICE ADMINISTRATION PRACTICE SPECIALIST	\$266.60
PROJECT ADMINISTRATOR	\$235.70
QA/EU/WEB DESIGN	\$137.30
SEA TEAM – REGIONAL CONSULTANT	\$217.23
SEA TEAM – REGIONAL DIRECTOR	\$335.72
SUBJECT MATTER EXPERT SENIOR PRACTICE CONSULTANT 1	\$389.93
SUBJECT MATTER EXPERT SENIOR PRACTICE CONSULTANT 2	\$321.50
SUBJECT MATTER EXPERT SENIOR PRACTICE EXPERT 1	\$572.70
SUBJECT MATTER EXPERT SENIOR PRACTICE EXPERT 2	\$467.04
SYSTEM APPLICATION DEVELOPER	\$156.08
SYSTEMS SUPPORT	\$135.26
TALENT MANAGEMENT PRACTICE CONSULTANT	\$164.01
TALENT MANAGEMENT SENIOR PRACTICE CONSULTANT	\$260.68
TALENT RESOURCES ADMINISTRATION	\$162.92
TECHNICAL PROJECT ADMINISTRATOR	\$161.83
OTHER DIRECT COST (ODC): TELECOMMUNICATIONS. PRICED PER INTERVIEWING HOUR	\$4.30
OTHER DIRECT COST (ODC): DP CATI. PRICED PER INTERVIEWING HOUR	\$0.59

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT SITE LABOR RATES



UNITED STATES GOVERNMENT PUBLIC RELATIONS ANNUAL CONTRACT SPENDING WITH OUTSIDE PR FIRMS 2007-2014

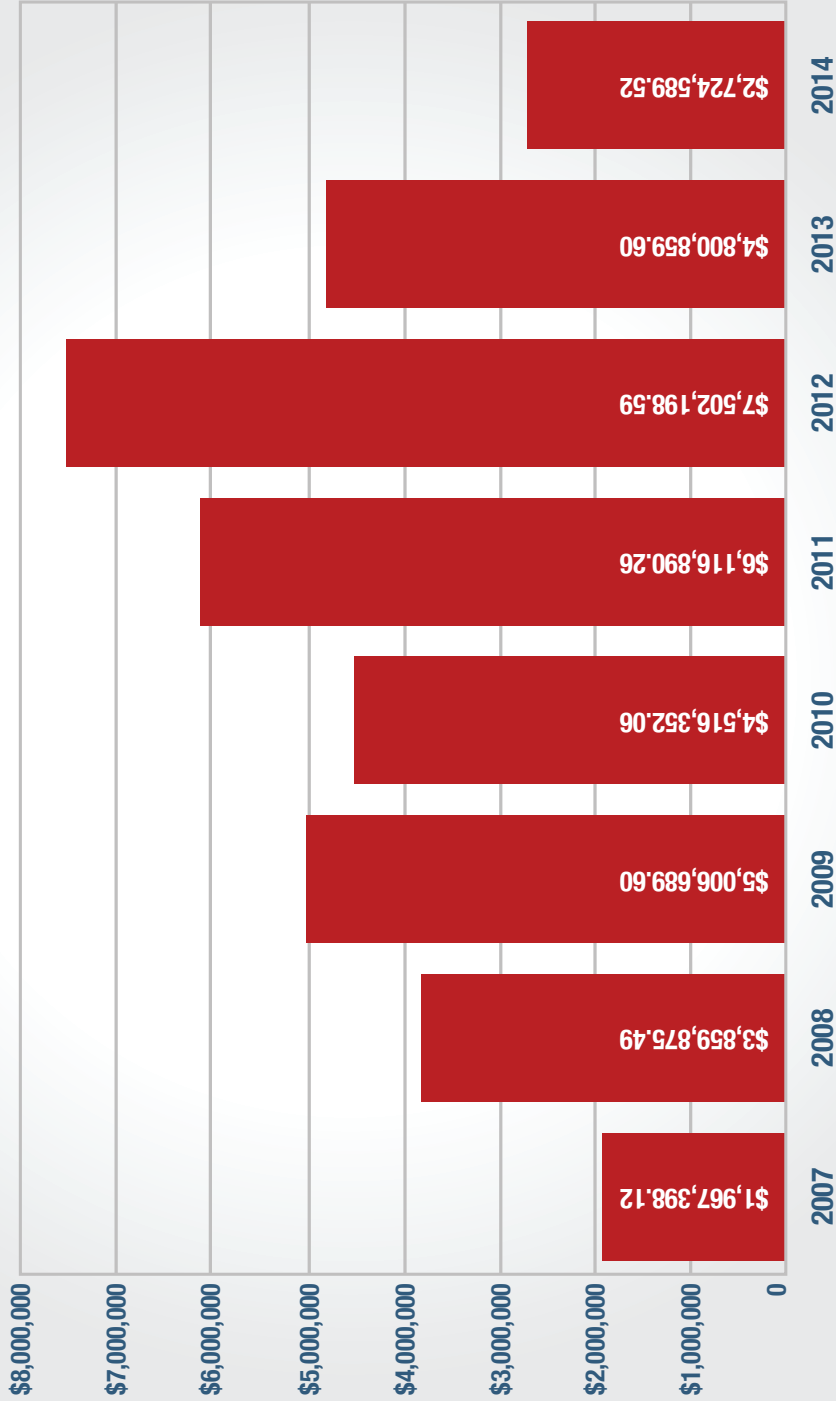


SOURCE: OPENTHEBOOKS.COM, UNITED STATES GOVERNMENT PUBLIC RELATIONS CONTRACT SPENDING

US GOVERNMENT SPENDS \$36,494,853.24 ON FOREIGN COUNTRY 'POLLING'



ANNUAL STATE DEPARTMENT SPENDING ON FOREIGN COUNTRY 'POLLING'



SOURCE: OPENTHEBOOKS.COM, UNITED STATES GOVERNMENT PUBLIC RELATIONS CONTRACT SPENDING

IRS PUBLIC RELATIONS – \$17.53 MILLION IN SURVEY SPENDING



IRS PUBLIC RELATIONS SURVEY SPENDING BY YEAR FROM FY2008–FY2014

YEAR	TOTAL
2008	\$1,426,751.02
2009	\$1,105,166.54
2010	\$1,702,129.60
2011	\$3,364,089.06
2012	\$2,837,350.17
2013	\$2,809,027.08
2014	\$4,286,796.44
Total FY2008-FY2014	\$17,531,309.91

SOURCE: OPENTHEBOOKS.COM, UNITED STATES GOVERNMENT PUBLIC RELATIONS IRS SURVEY SPENDING



TOP 50 FEDERAL AGENCIES PROCURING OUTSIDE PR SERVICE FIRMS FY2007 – FY2014

FEDERAL AGENCY	SUM OF \$\$ OBLIGATED
7523: CENTERS FOR DISEASE CONTROL	\$412,719,149.57
2100: DEPT OF THE ARMY	\$254,976,200.07
7522: SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION	\$163,014,308.14
7022: FEDERAL EMERGENCY MANAGEMENT AGENCY	\$96,630,602.10
7529: NATIONAL INSTITUTES OF HEALTH	\$82,221,723.07
1900: STATE, DEPARTMENT OF	\$79,919,934.36
1700: DEPT OF THE NAVY	\$79,833,635.89
7526: HEALTH RESOURCES AND SERVICES ADMINISTRATION	\$70,593,937.42
2041: BUREAU OF ENGRAVING AND PRINTING	\$67,213,086.16
7528: AGENCY FOR HEALTH CARE POLICY AND RESEARCH	\$60,734,628.00
2036: BUREAU OF THE PUBLIC DEBT	\$48,677,437.67
3600: VETERANS AFFAIRS, DEPARTMENT OF	\$38,437,439.89
6940: NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION	\$35,467,179.01
7200: AGENCY FOR INTERNATIONAL DEVELOPMENT	\$34,727,374.70
4735: FEDERAL ACQUISITION SERVICE	\$28,661,590.57
7530: CENTERS FOR MEDICARE AND MEDICAID SERVICES	\$25,231,661.81
9577: CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	\$25,026,634.73
9568: BROADCASTING BOARD OF GOVERNORS	\$24,608,733.72
7001: OFFICE OF PROCUREMENT OPERATIONS	\$23,967,297.95
9748: DEFENSE HUMAN RESOURCES ACTIVITY	\$23,891,681.64
1605: OFFICE OF THE ASSISTANT SECRETARY FOR ADMIN AND MANAGEMENT	\$22,366,351.72
1406: OFFICE OF POLICY, MANAGEMENT, AND BUDGET	\$21,928,706.53
4732: FEDERAL ACQUISITION SERVICE	\$21,155,727.81
2050: INTERNAL REVENUE SERVICE	\$17,492,410.64
6800: ENVIRONMENTAL PROTECTION AGENCY	\$15,121,604.36
7555: OFFICE OF ASST SECRETARY FOR HEALTH EXCEPT NATIONAL CENTERS	\$14,979,325.98
1406: OFFICE OF POLICY, BUDGET AND ADMINISTRATION	\$14,020,494.68
8000: NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	\$13,513,145.89
8600: HOUSING AND URBAN DEVELOPMENT, DEPARTMENT OF	\$13,355,423.60
5700: DEPT OF THE AIR FORCE	\$11,886,325.72
7008: U.S. COAST GUARD	\$9,476,505.16
1323: BUREAU OF THE CENSUS	\$8,785,816.43
7013: TRANSPORTATION SECURITY ADMINISTRATION	\$8,414,458.61
97JC: MISSILE DEFENSE AGENCY (MDA)	\$8,349,419.87
7524: FOOD AND DRUG ADMINISTRATION	\$8,258,049.96
2044: UNITED STATES MINT	\$7,509,166.00
2800: SOCIAL SECURITY ADMINISTRATION	\$6,757,867.18
4740: PUBLIC BUILDINGS SERVICE	\$6,521,468.90
9100: EDUCATION, DEPARTMENT OF	\$6,099,883.81
12F2: FOOD AND NUTRITION SERVICE	\$5,787,032.56
7012: U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT	\$4,966,855.70
955F: CONSUMER FINANCIAL PROTECTION BUREAU	\$4,279,273.50
8900: ENERGY, DEPARTMENT OF	\$4,157,759.36
1630: EMPLOYMENT AND TRAINING ADMINISTRATION	\$3,867,560.60
4900: NATIONAL SCIENCE FOUNDATION	\$3,768,103.23
1341: NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY	\$3,612,905.56
9507: COMMODITY FUTURES TRADING COMMISSION	\$3,516,293.63
97AZ: DEFENSE COMMISSARY AGENCY (DECA)	\$3,324,288.46
4500: EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	\$3,101,633.74
2700: FEDERAL COMMUNICATIONS COMMISSION	\$2,855,116.13

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PUBLIC RELATIONS FEDERAL PR CONTRACT SPENDING



TOP 50 OUTSIDE PR FIRMS WITH FEDERAL CONTRACTS FY2007 – FY2014

PR CONTRACTOR	SUM OF \$\$ OBLIGATED
IQ SOLUTIONS INCORPORATED	\$96,966,370.00
WESTAT, INC.	\$95,365,978.00
AMERICAN INSTITUTES FOR RESEARCH IN THE BEHAVIORAL SCIENCES	\$95,063,563.17
ACADEMY FOR EDUCATIONAL DEVELOPMENT	\$88,910,785.00
LAUGHLIN, MARINACCIO & OWENS, INC.	\$87,977,515.00
LEAPFROG SOLUTIONS TEAM FLOODSMART JV, LLC	\$87,143,035.00
RESEARCH TRIANGLE INSTITUTE	\$79,574,533.43
OGILVY PUBLIC RELATIONS WORLDWIDE INC.	\$73,256,814.00
MISCELLANEOUS FOREIGN CONTRACTORS	\$68,967,056.49
YOUNG & RUBICAM INC.	\$60,528,620.00
ABT ASSOCIATES INC.	\$45,127,719.00
FLEISHMAN-HILLARD, INC	\$43,376,321.00
KENJYA GROUP INCORPORATED	\$41,926,223.68
GALLUP, INC.	\$41,856,141.00
MACRO INTERNATIONAL INCORPORATED	\$36,736,785.37
SOS INTERNATIONAL LTD.	\$30,875,285.86
L-3 SERVICES, INC.	\$30,313,472.15
FORS MARSH GROUP LLC	\$28,941,659.00
PORTER NOVELLI PUBLIC SERVICES INC.	\$25,400,533.00
HUMAN RESOURCES MANAGEMENT GROUP INCORPORATED	\$21,636,473.90
MC NEELY PIGOTT & FOX PUBLIC RELATIONS, LLC	\$20,997,560.00
POST MODERN COMPANY	\$18,864,035.30
SYNOVATE	\$18,805,567.50
INTERMEDIA SURVEY INSTITUTE	\$18,320,728.39
MISCELLANEOUS FOREIGN AWARDEES	\$18,254,350.62
MACRO INTERNATIONAL, INC	\$17,287,400.65
FORESEE RESULTS, INC	\$15,808,758.00
DCCA	\$15,555,862.01
CMGRP INCORPORATED	\$13,750,074.07
HAGER SHARP INC	\$13,384,962.26
VANGUARD COMMUNICATIONS OF FALLS CHURCH INCORPORATED	\$13,159,761.00
DANYA INTERNATIONAL INCORPORATED	\$12,618,692.48
HILL AND KNOWLTON STRATEGIES, LLC	\$12,369,204.00
SEAMON CORPORATION	\$11,668,155.10
MCKEAN DEFENSE GROUP, LLC	\$11,416,256.43
BANYAN COMMUNICATIONS, INC.	\$10,420,699.64
PALLADIAN PARTNERS INCORPORATED	\$9,105,575.00
ALTARUM INSTITUTE	\$9,025,412.75
HAGER SHARP, INC.	\$8,966,575.98
PCG ENTERPRISES INCORPORATED	\$8,773,925.13
BLH TECHNOLOGIES, INC.	\$8,003,715.00
PCI COMMUNICATIONS, INC.	\$7,838,038.99
J.D. POWER AND ASSOCIATES, INC.	\$7,342,755.38
RCM SOLUTIONS, INC.	\$7,240,351.39
QUALITY SUPPORT INC	\$6,713,083.20
SCIENCE APPLICATIONS INTERNATIONAL CORPORATION	\$6,335,682.36
BOOZ ALLEN HAMILTON INCORPORATED (3626)	\$6,217,252.00
HARRISON MALDONADO ASSOCIATES INCORPORATED	\$5,965,016.54
THE MEDIA NETWORK INCORPORATED	\$5,946,466.82
LOW & ASSOCIATES INC	\$5,851,186.87

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PUBLIC RELATIONS FEDERAL PR CONTRACT SPENDING



**ALL FEDERAL AGENCIES – “PUBLIC AFFAIR OFFICERS”
TOTAL SALARIES AND BONUS BY YEAR, FY2007 – FY2014**

YEAR	SALARIES	BONUS
2007	\$245,265,649.00	\$1,215,800.00
2008	\$265,841,358.00	\$1,799,118.00
2009	\$290,245,316.00	\$1,689,990.00
2010	\$305,285,859.00	\$2,136,166.00
2011	\$311,298,193.00	\$1,714,650.00
2012	\$312,241,872.00	\$1,180,900.00
2013	\$300,799,509.00	\$352,305.00
2014	\$306,044,097.00	\$840,661.00
Total FY2007-FY2014	\$2,337,021,853.00	\$10,929,590.00

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PUBLIC RELATIONS PR SPENDING FOR FEDERAL AGENCIES



TOP 10 FEDERAL AGENCIES PR SALARY SPENDING PLUS BONUSES FY2011 – FY2014

DEPARTMENT	PR SALARY	PR BONUS	COUNTS
Department of Agriculture	\$178,881,430	\$682,500	512
Department of Interior	\$110,925,052	\$561,224	312
Department of Health and Human Services	\$108,734,936	\$308,996	296
Department of Veteran Affairs	\$94,427,478	\$401,148	210
Department of Homeland Security	\$90,161,315	\$317,472	214
Department of Treasury	\$79,364,621	\$195,827	165
Environmental Protection Agency	\$76,378,436	\$652,773	170
Department of State	\$67,253,396	\$37,400	164
Social Security Administration	\$61,427,239	\$83,864	141
Internal Revenue Service	\$59,918,360	\$47,871	133

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PUBLIC RELATIONS PR SPENDING FOR FEDERAL AGENCIES



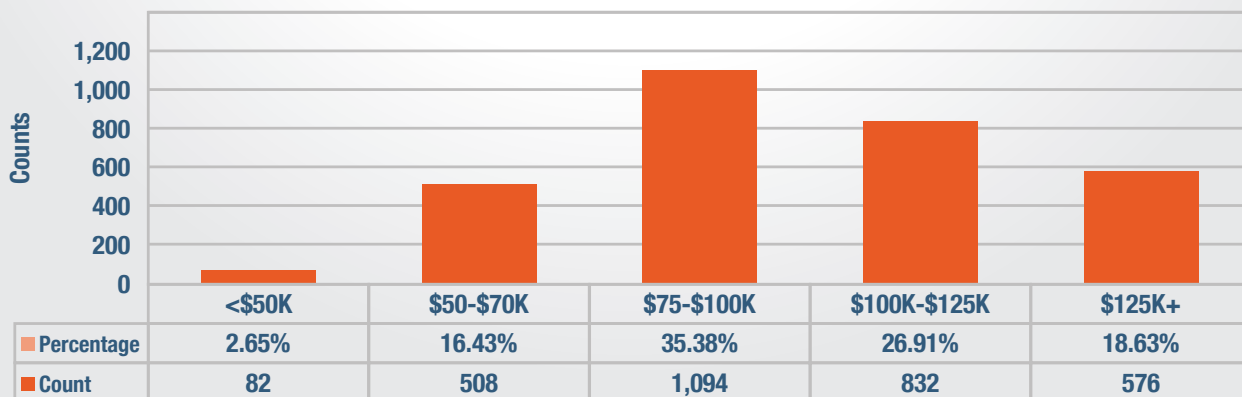
ALL FEDERAL AGENCIES PUBLIC AFFAIRS TOP SALARIES 2014

In the latest fiscal year available at OpenTheBooks.com, the Top 25 SALARIES are displayed below. These salaries represent only “pensionable” salary—the annual amount that figures into the eventual calculation of the employees retirement annuity. These figures are not total cost which includes perks & pension benefits.

YEAR	NAME	SALARY	AGENCY NAME
2014	Hubbard, Bryan K	\$239,637	Department Of Treasury
2014	Katsanos, Stephen J	\$215,861	Federal Deposit Insurance Corporation
2014	Trackman, Brian	\$202,289	Commodity Futures Trading Commission
2014	Quinn, Christine D	\$194,930	Farm Credit Administration
2014	Adamoli, Joseph	\$186,077	Department Of Treasury
2014	Saunders, Fleming	\$186,077	Department Of Treasury
2014	Burklow, John T	\$181,500	Department Of Health And Human Services
2014	Weber, Mark A	\$181,500	Department Of Health And Human Services
2014	Ziska, Deborah S	\$181,500	Smithsonian Institution
2014	Kramer, Martin A	\$178,500	Department Of Health And Human Services
2014	Hernandez, Gregory	\$178,399	Federal Deposit Insurance Corporation
2014	Hendricks, Cedric R	\$177,427	Court Services And Offendr Supervsn Agy
2014	Immergut, Steven T	\$175,000	Department Of Health And Human Services
2014	Weaver, Kimberly A	\$173,631	Fed Retirement Thrift Investment Board
2014	Belisle, Kristine R	\$173,040	Federal Housing Finance Agency
2014	Fallon, Brian E	\$172,500	Department Of Justice
2014	Molinaro, Anthony Thomas	\$172,090	Department Of Transportation
2014	Spinelli, Lawrence	\$171,400	Overseas Private Investment Corporation
2014	Holden, Dennis W	\$169,626	Commodity Futures Trading Commission
2014	Melendez, Nicolas A	\$168,863	Department Of Homeland Security
2014	Engleman Connors, Ellen	\$168,193	Department Of Homeland Security
2014	Daniel, Katherine L	\$167,524	Department Of Health And Human Services
2014	Lasher, Jonathan L	\$167,107	Social Security Administration
2014	Jones, Bethany	\$167,001	Department Of Agriculture
2014	Harrington, Holly M.	\$166,794	Nuclear Regulatory Commission



ALL FEDERAL AGENCIES PUBLIC AFFAIRS SALARY RANGES 2014



SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PR SALARY RANGES FOR ALL AGENCIES

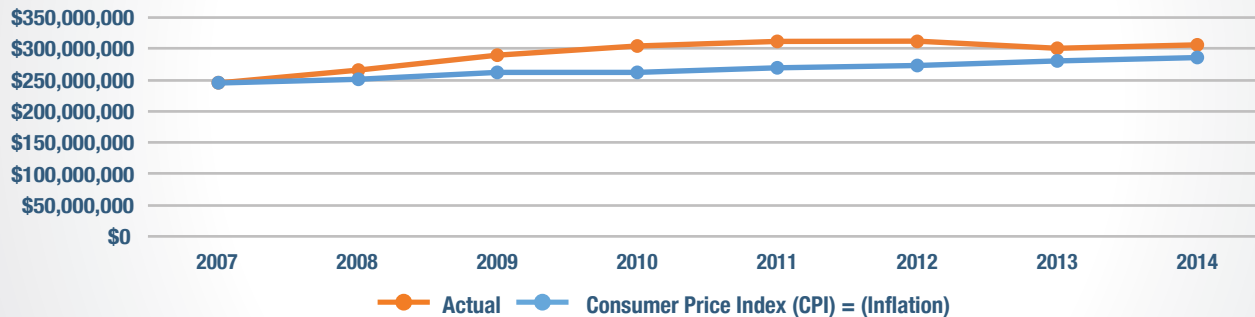


ALL FEDERAL AGENCIES PUBLIC AFFAIRS TOP ANNUAL SALARIES AND EMPLOYEE COUNTS

ACTUAL					CONSUMER PRICE INDEX (CPI)	
YEAR	COUNT	SALARY	%CHANGE	AVG SALARY	SALARY	%CHANGE
2014	3,092	\$306,044,097	1.71%	\$98,979	\$285,993,799	1.70%
2013	3,079	\$300,799,509	-3.80%	\$97,694	\$281,213,175	3.00%
2012	3,162	\$312,241,872	0.30%	\$98,748	\$273,022,500	1.50%
2011	3,162	\$311,298,193	1.93%	\$98,450	\$268,987,685	2.70%
2010	3,120	\$305,285,859	4.93%	\$97,848	\$261,915,954	0.10%
2009	3,016	\$290,245,316	8.41%	\$96,235	\$261,654,300	4.08%
2008	2,870	\$265,841,358	7.74%	\$92,628	\$251,397,290	2.50%
2007	2,688	\$245,265,649	-	\$91,245	\$245,265,649	-
			21.22%			15.58%

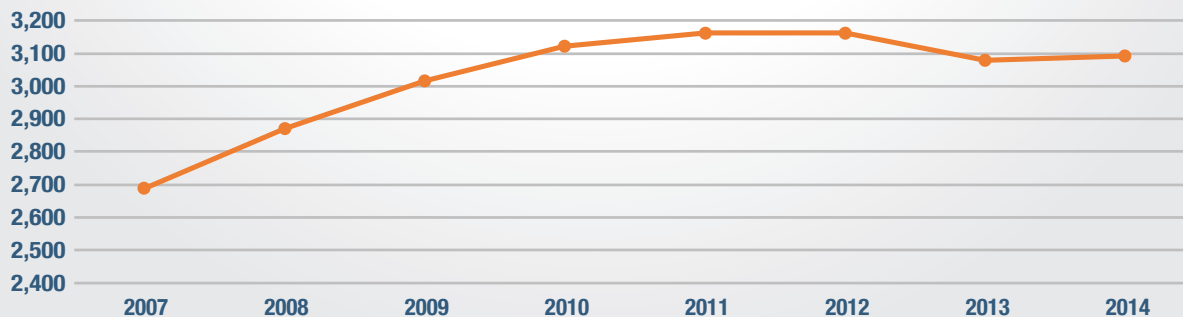
FACT: Since 2007, Total Annual Salaries has increased by +36.19% over Consumer Price Index (CPI) = (inflation)

TOP ANNUAL SALARIES



FACT: Since 2007, Total Annual Salaries have increased by +\$60,778,448 or +24.78%

TOTAL EMPLOYEE COUNTS



FACT: Since 2007, Total Employee Counts have increased by +404 or +15.03%

SOURCE: OPENTHEBOOKS.COM, US GOVERNMENT PR SALARIES & EMPLOYEE COUNT FOR ALL AGENCIES



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OVERSIGHT STUDY

