

OPENTHEBOOKS.COM | AMERICAN TRANSPARENCY

2017-2018 ANNUAL REPORT

IMPACTS AND SUCCESSES

OPEN THE BOOKS ANNUAL REPORT



OPEN THE BOOKS™
Every Dime. Online. In Real Time.


"Earmarks are the gateway drug to spending addiction in Congress because they encourage members of Congress to vote for bloated bills they would otherwise oppose."
– Former Senator Dr. Tom Coburn, Honorary Chairman of American Transparency
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Earmarks are the "currency of corruption." Don't restart the earmark favor factory.
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29 SMALL TOWN AND VILLAGE MANAGERS IN FLORIDA RECEIVE
$180,000+
OUT-EARNING EVERY U.S. GOVERNOR IN THE U.S.
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IN FLORIDA,
THE NUMBER OF PUBLIC EMPLOYEES EARNING OVER $100,000 HAS INCREASED BY
4,000.
(from 2017-2018)
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$4.8 MILLION
IN FEDERAL FARM SUBSIDIES FLOWED TO AMERICA'S WEALTHIEST ZIP CODES IN FY2017.
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Source: Forbes list of 150 wealthiest zip codes in America


Bringing back earmarks is the fiscal equivalent of bringing back the swine flu.
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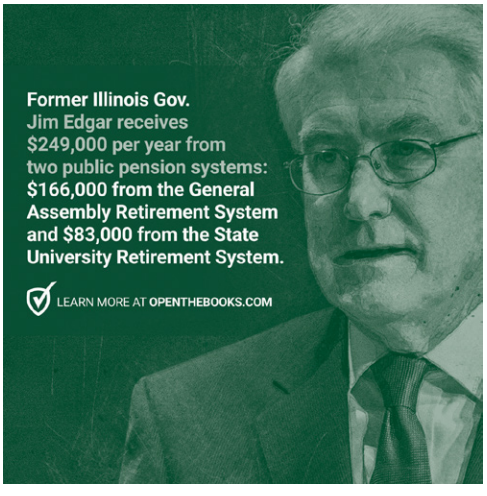
Former Illinois Gov. Jim Edgar receives $249,000 per year from two public pension systems: $166,000 from the General Assembly Retirement System and $83,000 from the State University Retirement System.
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From 2006-2016 the number of federal employees making
$200,000+
increased by
165%
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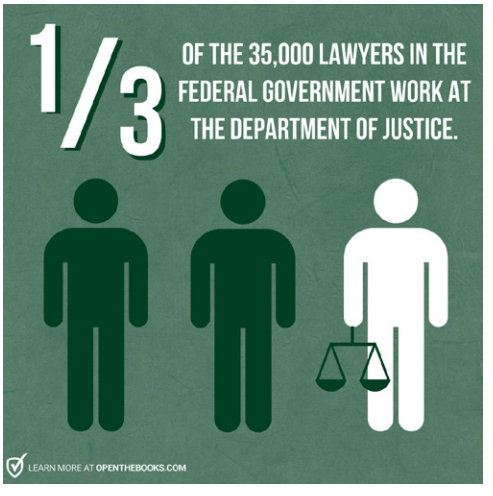
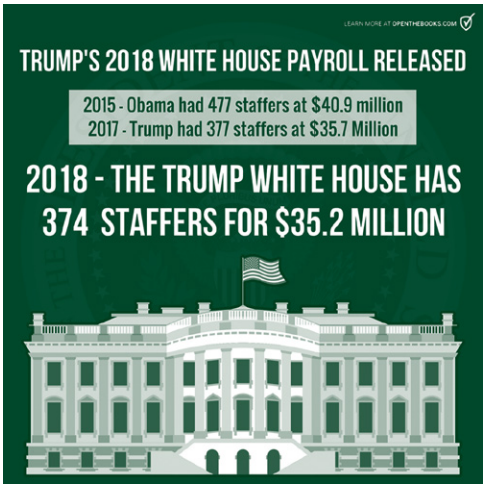
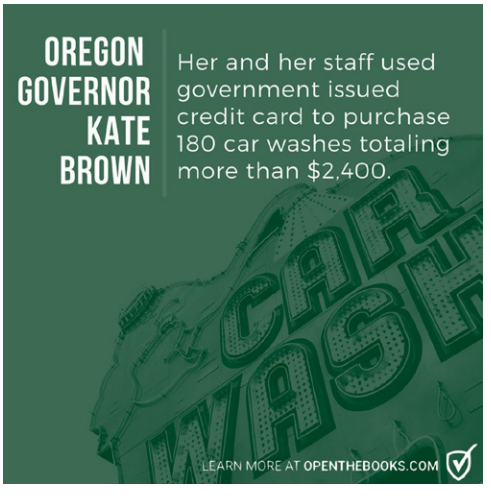
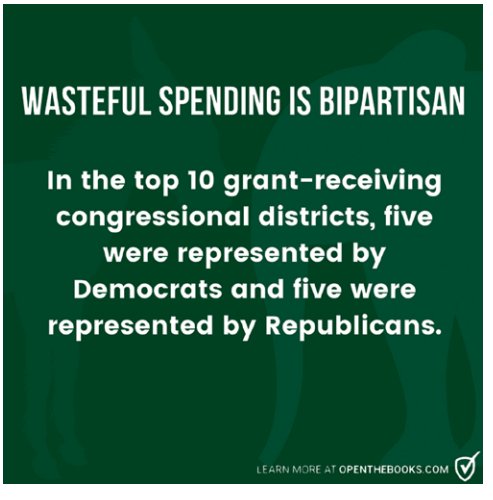

1/3
OF THE 35,000 LAWYERS IN THE FEDERAL GOVERNMENT WORK AT THE DEPARTMENT OF JUSTICE.
LEARN MORE AT OPENTHEBOOKS.COM


LEARN MORE AT OPENTHEBOOKS.COM
TRUMP'S 2018 WHITE HOUSE PAYROLL RELEASED
2015 - Obama had 477 staffers at $40.9 million
2017 - Trump had 377 staffers at $35.7 Million
2018 - THE TRUMP WHITE HOUSE HAS 374 STAFFERS FOR $35.2 MILLION


OREGON GOVERNOR KATE BROWN
Her and her staff used government issued credit card to purchase 180 car washes totaling more than $2,400.
LEARN MORE AT OPENTHEBOOKS.COM


WASTEFUL SPENDING IS BIPARTISAN
In the top 10 grant-receiving congressional districts, five were represented by Democrats and five were represented by Republicans.
LEARN MORE AT OPENTHEBOOKS.COM



TO OUR SUPPORTERS

Thank you for being a part of the transparency revolution. Together, we have the strongest voice in America for robust transparency and adversarial auditing of all public expenditures. We believe the open government movement is revolutionizing U.S. public policy.

It's our objective to show that government, like all organized human activities, can be wasteful without independent oversight. We do not view this statement as a political philosophy, but rather a time-tested observation of human nature. Our mission is to post every dime of government spending online in real time. This allows citizens to be informed and engaged and oversight to be crowdsourced.

Our mission, reflecting the wisdom of our nation's founders, has a constitutional basis. Article I, Section 9 of the United States Constitution reads, "… A regular Statement and Account of the Receipts and Expenditures of all public money shall be published from time to time."

Despite the federal government's exponential growth, OpenTheBooks is helping to carry out this Constitutional directive. How? We are the world's largest private database of government spending with 4.25 billion individually captured transactions posted online, a historic accomplishment. With your support, we will not stop until we capture every dime taxed and spent at every level of government across America – federal, state, and local.

We are a microscope, allowing the people to examine their government at every level. As we continually reveal the ways government misuses taxpayer funds, citizens, pundits, and politicians will be equipped to ask hard, data-driven questions about government operations.

Thanks to your support, we've had a big year at OpenTheBooks.com, full of impacts, successes, and victories for the transparency revolution. We look forward to what's ahead.

Thank you for being a significant part of our transparency revolution!

Sincerely,

Dr. Tom Coburn
Honorary Chairman

Thomas W. Smith
Chairman

Adam Andrzejewski
CEO & Founder

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KEY STATS (2017-2018):

4.25 BILLION
CAPTURED PUBLIC EXPENDITURES

15 MILLION
PUBLIC EMPLOYEE SALARIES

4.2 MILLION
DATA SEARCHES AT OPENTHEBOOKS.COM

2 MILLION
FACEBOOK ENGAGEMENTS

1.3 MILLION
UNIQUE VIEWS AT FORBES

153,000
FANS ON FACEBOOK

1,613
MEDIA MENTIONS

48 OUT OF 50 STATE CHECKBOOKS

20 OVERSIGHT AND COMMUNICATIONS INTERNS

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2 PIECES OF FEDERAL TRANSPARENCY LEGISLATION

1 YEAR OF IMPACTS & SUCCESSES AT OPENTHEBOOKS.COM

HOW WE ARE FUNDED

American Transparency (website: OpenTheBooks.com) is a public charity. We do not accept government money. Our oversight reports present hard data so that citizens, media, think tanks, politicians, and watchdogs can "follow the money."

PART 1

CONGRESSIONAL *and* STATE LEGISLATIVE IMPACT

FEDERAL PENSION TRANSPARENCY

Transparency Impact

For years, we've issued our clarion call for federal pension transparency. Currently, federal pensions are hand-calculated in a windowless, Cold War era underground complex in a Pennsylvania cave. Moody's estimates federal employee pensions have a $3.5 trillion-dollar liability, and taxpayers guarantee all of it.

At this point, taxpayers are barred from seeing their congressperson's pension information or any federal employee's pension information. Federal courts have consistently ruled that disclosing federal pension amounts of retired members of congress or civil service employees violates their privacy rights.



Media Impact

Make Federal Pensions Transparent
Adam Andrzejewski and Rep. Ron DeSantis
Washington Examiner | June 27, 2017
READ THE ARTICLE



DeSantis introduces bill to provide greater transparency over government pensions
Bryan Renbaum | Talk Media News | July 12, 2017
READ THE ARTICLE

The Need for Federal Pension Transparency
One America News | July 13, 2017
READ THE ARTICLE



Legislative Impact

Opening the books on federal pensions will take an act of Congress. Working closely with U.S. Representative Ron DeSantis (FL-6), the Taxpayer-Funded Pension Disclosure Act requires transparency of pension records under the Freedom of Information Act. The Taxpayer-Funded Pension Disclosure Act (H.R. 3200) currently has eight sponsors.

Briefing: U.S. House Committee on Oversight and Government Reform (OGR)

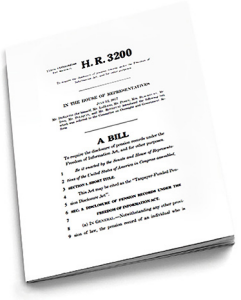
On February 28, 2018, Andrzejewski and the staff of Rep. Ron DeSantis (FL-6) briefed OGR on Capitol Hill in Washington, D.C. During the briefing, Andrzejewski explained the importance of changing the Freedom of Information Act to bring federal pension transparency through the Taxpayer-Funded Pension Disclosure Act.

Endorsement Letter: On October 23, 2017, Freedom Works President Adam Brandon sent an endorsement letter to 6 million activists across the United States supporting our legislation introduced by Rep. DeSantis.



Read our 'Case for Federal Pension Transparency'

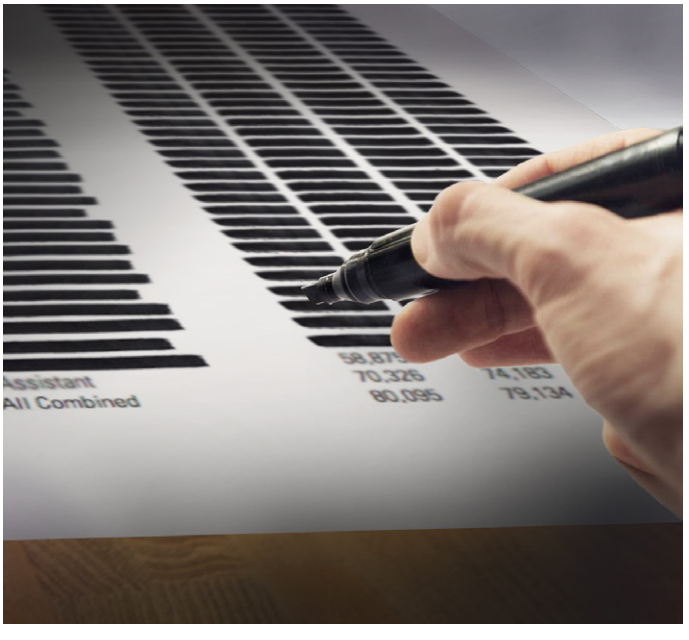
DOWNLOAD REPORT



Read the Taxpayer-Funded Pension Disclosure Act (H.R. 3200)

DOWNLOAD REPORT

255,000 FEDERAL SALARIES REDACTED FROM 2017 PAYROLL DISCLOSURES
– $20 BILLION IN PAYROLL HIDDEN IN THE SWAMP



Transparency Impact

Over the past 11 years our organization captured and posted online the salary and bonus information for nearly every person employed by the federal government agencies. This year, however, the Office of Personnel Management (OPM) withheld salary information for 254,839 federal employees – that's a huge increase from the 3,416 salaries redacted in fiscal year 2016. Approximately one out of every five salaries is now hidden from the public. We estimate about $20 billion in taxpayer-funded payroll now lacks transparency



Media Impact

$20 Billion Hidden in the Swamp: Feds Redact 255,000 Salaries

Adam Andrzejewski | February 28, 2018 | Real Clear Politics

READ THE ARTICLE

Why are the Salaries of a Quarter-Million Federal Employees - Paid with Your Tax Dollars - A State Secret?

Adam Andrzejewski | February 21, 2018 | FoxNews.com

READ THE ARTICLE

Salary Data About Federal Employees Is Being Hidden. Congress Is Not Pleased.

Kate Irby | March 6, 2018 | McClatchy News DC

READ THE ARTICLE

Legislative Impact

Partnership with House Committee on Oversight and Government Reform (OGR):

- **Briefing:** On February 28, 2018, we briefed OGR on Capitol Hill in Washington, D.C. During the briefing, Andrzejewski explained the missing 255,000 federal salaries from the OPM disclosures for fiscal year 2017.
- **Oversight Letter:** On March 4, 2018, leaders of the House OGR Committee sent a three-page oversight letter to the OPM Acting Director Kathleen McGettigan mandating that she fill our FOIA request by March 19, 2018, and demanding an explanation. Additionally, they scheduled a briefing for McGettigan to explain the federal redactions.
- On May 4, 2018, our team had a follow-up conference call with staffers at OGR to discuss OPM's potential data release policy changes.
- **Memo:** On May 7, 2018, we sent a memo to OGR, providing background and analysis on OPM's potential data release policy changes. In the memo, we analyzed the differences between OPM's data production and the production by the Internal Revenue Service and the Consumer Financial Protection Bureau, showing that OPM has imposed stricter data release policies than the agencies themselves.
- On May 24, 2018, we sent our OGR memo to Peter Warren, associate director of the Office of Management and Budget at the Executive Office of the President. We sent this memo after a briefing with Mr. Warren in his office on May 19, 2018.
- On June 5, 2018, Andrzejewski briefed John Cuaderes, staff director and senior policy advisor for Senator James Lankford from Oklahoma, on the issue via a 30-minute phone call.
- On July 11, 2018, we sent another tour de force memo to OGR and three subcommittee chairmen, Mark Meadows (NC-11), Jim Jordan (OH-4), and Ron DeSantis (FL-6). Using examples from the states, our transparency argument is compelling.

FEDERAL PERFORMANCE BONUS TRANSPARENCY – 1 MILLION BONUSES HIDDEN

Transparency Impact

In fiscal year 2016, the federal government awarded approximately 1 million performance bonuses, totaling $1.1 billion. Every cent, however, was hidden from the taxpayers who foot the bill. The federal government discloses four types of bonus: incentive, recruitment, relocation, and retention. In 2016, the U.S. Office of Personnel Management (OPM) disclosed bonuses to 330,000 employees for $351 million in total. The largest bucket, performance bonuses, was completely shielded from view by government union contracts.

Media Impact

Transparency on Federal Employee Bonuses Isn't a Privilege, It's a Right.
Adam Andrzejewski and Rep. Mark Sanford
March 20, 2018 | Washington Examiner

READ THE ARTICLE

Legislation Would Make Federal Employee Bonuses Public Information
Ian Smith | March 20, 2018 | FedSmith

READ THE ARTICLE

Legislative Impact

Opening the books on federal performance bonuses will take an act of Congress. Working closely with U.S. Representative Mark Sanford (SC-1), the Federal Employee Bonus Disclosure Act H.R. 5290 requires transparency of federal bonuses under the Freedom of Information Act.

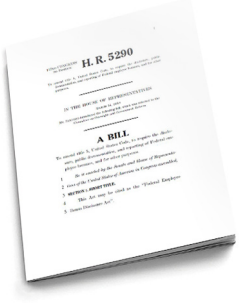
Briefing: U.S. House Committee on Oversight and Government Reform (OGR)

On February 28, 2018, Andrzejewski and the staff of Rep. Sanford briefed OGR on Capitol Hill in Washington, D.C. During the briefing, Andrzejewski explained the Federal Employee Bonus Disclosure Act.



Read our 'Case for Federal Performance Bonus Transparency'

DOWNLOAD REPORT



Read the Federal Employee Bonus Disclosure Act (H.R. 5290)

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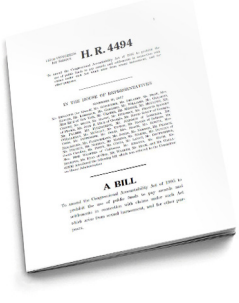
CONGRESSIONAL #METOO SLUSH FUNDS

We have an unmatched data commons interface featuring more than 4 billion lines of captured government spending. We've created a tool making it simple for you to find what you need. The OpenTheBooks Data Commons License is the only one-stop shop for federal, state, and local spending.



Read the Congressional Accountability and Hush Fund Elimination Act (H.R. 4494)

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BRIEFING: THE WHITE HOUSE AND CONGRESS



Briefing: Office of Management and Budget (OMB), Executive Office of the President Associate Director Peter Warren

On May 19, 2018, we briefed Mr. Warren at his office in the Eisenhower Executive Building, Washington, D.C., on three issues: 1. Federal salary redactions; 2. Federal employee benefits; 3. Official time. Currently, the average federal bureaucrat receives 43 days of paid time off. The administration is looking into the possibility of scaling this benefit back.



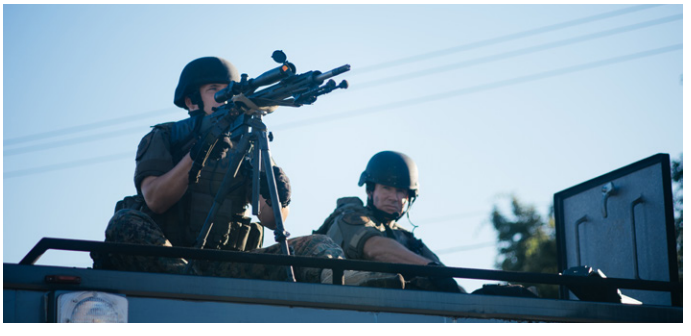
Briefing: U.S. House Committee Oversight and Government Reform (OGR) – Ivy League, Inc.

On January 8, 2018, our team briefed the OGR committee on our *OpenTheBooks Oversight Report: Ivy League, Inc.* We spoke with four staffers and established the relationship for further dialogue. The eight colleges of the Ivy League during a six-year period amassed federal payments, subsidies, and special tax breaks totaling $42 billion.



Briefing: War on Waste Working Group, Heritage Foundation

On May 23, 2018 – with Russ Vaught, deputy director of the Office of Management and Budget in attendance – we provided all fiscal year 2017 federal grants in a drop box account to crowdsource budget reforms. We used our fiscal year 2016 "Where's the Pork?" report as an example. General Ed Meese will take our findings to OMB and Vice President Mike Pence for action in the fall of 2018.



Briefing: U.S. Government Accountability Office (GAO) – Militarization of America

On August 21, 2017, our team briefed staffers from the GAO on the methodology behind our *OpenTheBooks Oversight Report – The Militarization of America*. The GAO didn't know how to begin its audit, so we produced an instructional memo and sent them all of our data sets. We found 67 federal agencies spent $1.5 billion on guns, ammunition, and military-style equipment during a nine-year period.

PART 2

CAPTURED GOVERNMENT SPENDING

Powered by OpenTheBooks.com Chief Operating Officer Craig Mijares and team

We believe posting public spending online will empower citizens, journalists, watchdogs, and challengers to the incumbent political class to expose wasteful practices while ensuring a more efficient allocation of government resources.

OUR GOAL

- Capture and post online every dime spent by every level of government. Today, we have nearly 4.25 billion government expenditures online.
- Capture and post online 18 million public employee salaries and pension records across 50 states by the middle of 2019.

OPEN THE BOOKS DATA CAPTURE BY YEAR

2013 600 MILLION TRANSACTIONS
2014 1.3 BILLION TRANSACTIONS
2015 2.3 BILLION TRANSACTIONS
2016 3.5 BILLION TRANSACTIONS
2017 4.25 BILLION TRANSACTIONS

RECENT MILESTONES

- We refreshed 2.3 billion lines of existing data – federal, state, and local – and added an additional 1.5 billion transactions.
- We developed a proprietary software "custom tool" to standardize our data capture department.
- In the last 180 days, our capture experts sent and received 145,000 email communications with government entities across America. Last year, our mailroom sent nearly 10,000 follow-up letters to governments.
- Augmenting our full-time staff, we started a volunteer program with students from Olympic Heights High School in Boca Raton, Florida. Initially, fourteen students volunteered during an eight-week period. All were effective and were offered employment opportunities. After 15 months, thirteen of the fourteen are still employed. These high school students impacted our research, data loading, data entry, and data capture teams in 2016-2017.
- Redesigned our internal data capture platforms to increase data capture productivity by 300 percent, allowing us to capture data in all 50 states at an increased rate of speed and accuracy.

OPENTHEBOOKS.COM
THE LARGEST REPOSITORY OF GOVERNMENT SPENDING DATA

$80 OUT OF EVERY $100
OF GOVERNMENT SPENDING

48 OUT OF 50
STATE CHECKBOOKS

15 MILLION
PUBLIC EMPLOYEE SALARIES

3 MILLION
CAPTURED PUBLIC RETIREMENT PENSIONS

4.25 BILLION
TOTAL TRANSACTIONS CAPTURED

DATA COMMONS

We have an unmatched data commons interface featuring more than 4 billion lines of captured government spending. We've created a tool making it simple for you to find what you need. The OpenTheBooks Data Commons License is the only one-stop shop for federal, state, and local spending.



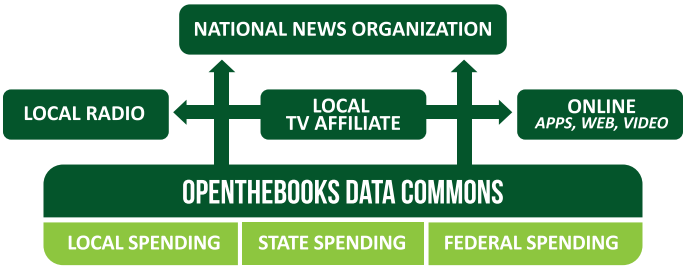
Our data commons includes:

- 100 percent of all disclosed federal expenditures since FY2000.
- 100 percent of all federal employee salaries and bonuses since FY2007.
- 90 percent of all disclosed state-level checkbook expenditures, public employee salaries and pensions (subject to FOIA laws).
- 60,000 of 90,000 municipal level units of government with 70 percent of all public employee salaries across all 50 states.

We tore down the walls of government opacity. So you can investigate.

Whether your organization is committed to investigative journalism, soft news reporting, public consulting, or public policy analysis – a government response to a Freedom of Information Act Request takes days, weeks, months or years.

What you're looking for, we've already captured, and with an OpenTheBooks Data Commons License from American Transparency, all platforms across your firm will benefit from hard data.



Our interface ensures a smooth user experience with one-click access to government raw data production. Researchers can search by key word, type of spending, vendor name, agency, date, year, region, amount, and more. Radio stations, TV affiliates, media outlets, universities, state and national think tanks, and more can utilize our OpenTheBooks one-stop shop for federal, state, and local government spending.

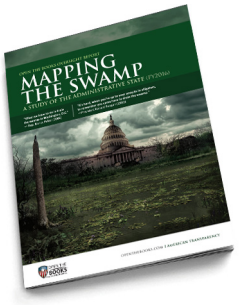
PART 3

OVERSIGHT



Each of our oversight reports debuted on either the front page or the editorial page of a major newspaper such as *The Wall Street Journal,* or in national news segments on ABC's Good Morning America, Fox News, ABC, NBC, CBS broadcast affiliates across America, or on the Forbes and Real Clear Politics platforms.

FEDERAL OVERSIGHT



Mapping the Swamp

A Study of the Administrative State

As seen on Fox News, Investor's Business Daily, Real Clear Politics, and Forbes

Released December 2017

DOWNLOAD REPORT

Transparency Impact

- The federal government disclosed 1.97 million employees across 122 independent agencies and departments. In FY2016, these 2 million workers received $136 billion in compensation. After factoring in another 2 million undisclosed employees – at the Department of Defense and on active military and other agencies – the cost would be much higher.
- After just three years of public service, federal employees receive 10 federal holidays, 13 sick days, and 20 vacation days per year – that is eight and a half weeks of paid time off (43 days per year). That benefit costs taxpayers an estimated $22.6 billion annually.
- The federal government awarded 330,713 bonuses for $351 million (FY2016). However, the federal union agreement bars the disclosure of the $1.1 billion in performance bonuses. The largest federal bonus last year ($141,525) didn't go to a rocket scientist or a doctor researching a cancer cure; it went to Bart Ferrell, a Human Resources Manager in charge of processing payroll at the Presidio Trust. Ferrell's total pay last year exceeded $300,000.
- In 78 large agencies, the average employee made more than $100,00. We found 30,000 bureaucrats out-earning every governor of the 50 states with salaries exceeding $190,000. The number of federal employees making $200,000 or more has skyrocketed by 165 percent during the past six years.
- Alongside this report, we've created an interactive map allowing individuals to see all fiscal year 2016 federal employees across the country by zip code. This map has received 182,260 searches.

Media Impact

- **Broadcast News and Radio:** On December 27, 2017, the report broke on a five-minute segment of the Ingraham Angle on Fox News. Then, Fox News and Fox Business ran seven total segments on the report for 31 minutes of air time reaching nearly 5.8 million viewers. Andrzejewski was interviewed on the WMAL Larry O'Connor Show in Washington, D.C., WGN Radio in Chicago, and the Jim Bohannon National Radio Program over 400 stations.
- **Print and Online Media:** The editorial board of Investor's Business Daily called our report ***"the most comprehensive and creative report ever compiled on the true size and cost of the federal government."*** Additional print and online media included News Max, Fox Business, Fox News, The Washington Examiner, Real Clear Policy, Forbes, Breitbart, Daily Signal, Lifezette, Morningstar, Zero Hedge, and the Illinois News Network.
- The report received 26,974 downloads on our Issue platform.

Legislative Impact

- President Trump's Office of Management and Budget plans to cut federal employee benefits (currently 43 days of paid time off). We were cited as a source for this cut.
- Politicians on both sides of the political aisle have pledged to "drain the swamp," and our report reveals the real size, scope, and power of the administrative state as well as the true cost to taxpayers of maintaining this extensive federal workforce.
- U.S. Representative Mark Sanford is spearheading the Federal Employee Bonus Disclosure Act H.R. 5290 to make federal performance bonuses open to public disclosure.
- Additionally, after we found more than 255,000 federal salaries redacted from the fiscal year 2017 federal payroll, the U.S. House Committee on Oversight and Government Reform (OGR) sent an oversight letter to the Office of Personnel Management Acting Director Kathleen McGettigan demanding more information.

The 'Swamp' Trump is Trying to Drain Isn't Really a Swamp – It's an Ocean

Investor's Business Daily Editorial Board | December 27, 2017
Investor's Business Daily

READ THE ARTICLE

Report: Federal Worker 'Minimum Wage' is $100,000, 8.5 Weeks Off

Paul Bedard | December 29, 2017 | Washington Examiner

READ THE ARTICLE

Mapping the Swamp: Federal Bonus Payments in 2016

Adam Andrzejewski | December 29, 2017 | Real Clear Policy

READ THE ARTICLE



Where's the Pork?

As seen on Fox News and in the Chicago Tribune
Released May 2018

DOWNLOAD REPORT

Transparency Impact

- The federal government doled out $583 billion in grants during fiscal year 2016. This report details 50 examples of wasteful grants from this sect of federal spending.
- The 25 districts that received the most federal grant money accounted for 58 percent of all federal grant funding. Of the top 10 grant-receiving districts, Democrats represented five and Republicans five. Of the top 50 grant-receiving districts, Democrats represented 27 and Republicans 23.
- Fortune 100 companies received $3.2 billion in federal grants between fiscal year 2014 and 2016. The top recipients included Boeing ($773.7 million); General Motors ($453.7 million); and Lockheed Martin Corporation ($277.2 million).
- Alongside this report, we've created an interactive map allowing individuals to see all federal grants paid out in their districts and across the country (560,000 transactions). This map has received 45,398 searches.

Media Impact

- **Broadcast News and Radio:** Andrzejewski was interviewed in a 60-minute interview on the national Jim Bohanen show, a 20-minute segment of Washington Watch with Tony Perkins, on KTRH Houston Radio, and on at least 30 other radio stations across America.
- **Print and Online Media:** Fox News online broke our report with an editorial titled, "Just how much federal waste, duplication and weird or unnecessary spending are your tax dollars funding?" The editorial trended #1 on Fox News Opinion and led the Fox News homepage on Thursday, May 3. On July 9, 2018, Andrzejewski and OpenTheBooks.com Honorary Chairman former Sen. Tom Coburn co-authored an editorial at the Washington Examiner. Stephen Moore and Andrzejewski co-authored an editorial in the Chicago Tribune to break preliminary findings. Additional print news coverage included CNS News, Las Vegas Review Journal, Northern Virginia Daily, Stillwater News Press, Albuquerque Journal, Standard-Examiner (Ogden, Utah), Noozhawk (Santa Barbara, California) The Post and Courier (Charleston), Jacksonville Daily News, Creators Syndicate, The National Discourse, Gaston Gazette, and The Times Record.
- The report received 5,080 downloads on our Issuu platform.

Legislative Impact

- Our team provided Congressman Gary Palmer (AL-6) – a member of the House Committee on Oversight and Government Reform – with a database of the $421 billion in Health and Human Services grants in fiscal year 2016.
- We provided former Oklahoma Senator Dr. Tom Coburn with a database of all fiscal year 2016 federal grants flowing into Oklahoma, as the governor vetoed a bill to have all spending put online and refused to share how much in federal grants the state received. Dr. Coburn then provided the information to the U.S. Senate.
- During a Heritage Foundation Working Group, our report was used as the example. We provided all fiscal year 2017 federal grant data. The group will crowdsource budget reforms. In the fall of 2018, our findings will be presented to the Office of Management and Budget and Vice President Mike Pence by General Ed Meese.

Commentary: Don't Reopen the Earmark Favor Factory

Stephen Moore and Adam Andrzejewski
January 25, 2018 | Chicago Tribune

READ THE ARTICLE

Just How Much Federal Waste, Duplication, and Weird or Unnecessary Spending Are Your Tax Dollars Funding?

Adam Andrzejewski | May 3, 2018 | Fox News

READ THE ARTICLE

Trump Needs a Bridge to Nowhere Moment on Spending

Tom Coburn and Adam Andrzejewski
July 9, 2018 | The Washington Examiner

READ THE ARTICLE



Harvesting U.S. Farm Subsidies

As seen on Real Clear Politics, CBS News, Forbes, and National Review
Released August 2018

DOWNLOAD REPORT

Transparency Impact

- The federal government awarded $13.2 billion in farm subsidies to nearly 958,000 recipients in fiscal year 2017. Further, 389 recipients received more than $1 million each.
- Between fiscal years 2015 and 2017, $626 million in farm subsidies flowed to urban areas with a population of 250,000 or more including the top five most populated cities: Chicago ($7.7 million); Houston ($5.7 million); New York City ($2.8 million); Los Angeles ($1.6 million); Philadelphia ($309,000). Additionally, nearly $5 million flowed to America's wealthiest zip codes including Beverly Hills and West Hollywood last year.
- Alongside this report, we've created two interactive maps. The first map allows individuals to see all $100,000+ recipients of federal farm subsidies (2017) flowing into their zip code. This map has received 4,730 searches. The second map plots all entities receiving $1 million or more between 2008 and 2017. This map has received 1,219 searches.



Media Impact

- **Broadcast News and Radio:** CBS 2 Chicago political reporter Derrick Blakley interviewed Andrzejewski and produced a news segment on the federal farm subsidies flowing to residents in Chicago. The segment led the 5:00 pm news on August 13, 2018, reaching 125,533 viewers.
- **Print and Online Media:** On June 14, 2018, National Review columnist Deroy Murdock published our preliminary findings in an editorial. On August 8, 2018, Real Clear Politics broke the report, publishing Andrzejewski's editorial titled, "Meet America's Elite Farm Subsidies Club." Andrzejewski's editorial at trended as high as the #3 most popular column at Forbes Opinion on August 14, 2018. Alabama Today cited our report in an article on the state's top farm subsidy recipients. Watchdog.org published an article titled, "Study Questions Billions in Taxpayer-Funded Farm Subsidies." The piece was republished by 40+ newspapers including Northwest Georgia News, the Indiana Gazette, and the Eastern Arizona Courier.

Legislative Impact

This summer, both the U.S. House of Representatives and the U.S. Senate drafted and passed respective versions of an updated farm bill. As Congress works together to finalize a joint version of the bill, our report quantifies the size of the federal farm subsidy program, allowing citizens to be informed and ask data-driven questions.

Meet America's Elite Farm Subsidies Club
Adam Andrzejewski | August 8, 2018 | Real Clear Politics

READ THE ARTICLE

It's Time to Stop Bailing Out Rich, Famous, and Dead Farmers
Deroy Murdock | June 14, 2018 | National Review

READ THE ARTICLE

Mapping the U.S. Farm Subsidy $1M Club
Adam Andrzejewski | August 14, 2018 | Forbes

READ THE ARTICLE

Hundreds of Chicagoans Cash In On Federal Farm Subsidy Payments
Derrick Blakley | August 13, 2018 | CBS Chicago

READ THE ARTICLE



The Federal and State Government Gender Hiring Gap

As seen on Fox News, Real Clear Politics, the New York Post, and Forbes
Released November 2017

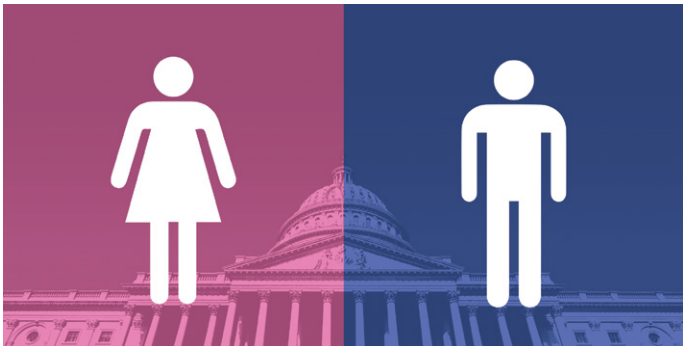
DOWNLOAD REPORT

Transparency Impact

- Among the 12,500 most highly compensated employees at the 25 largest federal agencies, nearly 8,000 were men. Men earned, collectively, $1.5 billion while women earned $817 million.
- In Congress, women in the top 1,000 earners were outnumbered by men at a 2-to-1 ratio.
- On average, in the five most populous states – California, Texas, New York, Florida and Illinois – just two out of 10 top-paid government employees are women.

Media Impact

- **Broadcast News and Radio:** Cox News launched our report by airing a news segment in three markets: Boston (viewership: 18,756), Tulsa (viewership: 27,900), and Jacksonville (viewership: 9,157; source: TVeyes). Fox News, the Shannon Bream at Night show, aired a segment titled "Gender Gap on Rahm Emanuel's Payroll" on November 18, 2017. She discussed our analysis that just 12 out of the 100 top paid city employees in Chicago are women (viewership: 1 million; Source: TVEyes). Andrzejewski was also interviewed by WGN Radio Chicago.
- **Print and Online Media:** FoxNews.com published Andrzejewski's editorial on November 17, titled, "Across the USA, governments have a gender hypocrisy gap." Real Clear Politics published Andrzejewski's editorial on Equal Pay Day (April 10, 2018) titled "How Our Politicians Measure Up on Equal Pay Day." On October 31, the New York Post published an article titled, "NYC Government has a Glaring Gender Problem," explaining that just three of the top 200 most highly compensated NYC employees are women. Additional print and online media included the Associated Press; Real Clear Policy, Washington Free Beacon, MSN, News Max, Reason.com, Long Room, and USSA News.



Legislative Impact

While government employees publicly attack alleged gender inequality in the private sector, it's important to ask how they are doing with their own hiring. For example, Mayor Bill De Blasio in New York City employs just three women in the 200 most highly compensated city workers. In Chicago, Mayor Rahm Emanuel has just 12 women in the 100 top-paid city workers. Yet, both leaders attack alleged private sector inequality. We analyzed federal and state public employees and found it's a man's world in government. The number of female public employees at the federal and state level lags the number of male employees at least 2 to 1. Our findings elevate the national debate on gender inequality in the workplace.

Across the USA, Governments have a Gender Hypocrisy Gap

Adam Andrzejewski | November 17, 2017 | Fox News

READ THE ARTICLE

New York City Government has a Glaring Gender Problem

Carl Campanile | October 31, 2017 | New York Post

READ THE ARTICLE

How Our Politicians Measure Up on Equal Pay Day

Adam Andrzejewski | April 10, 2018 | Real Clear Politics

READ THE ARTICLE

WHITE HOUSE PAYROLL OVERSIGHT



The Office of the President is mandated to release a real time disclosure of the White House payroll on June 30 each year. In 2017 and 2018, we issued oversight on the White House payroll disclosures immediately after they were released.

President Donald Trump's 2017 White House Payroll

When Trump released his White House payroll on June 30, 2017, we analyzed the numbers and found $22 million in savings compared to former President Barack Obama's payroll at the same point in his presidency. We published our analysis at Forbes in an editorial titled, "Trump's Leaner White House Payroll Projected to Save Taxpayers $22 Million." The editorial trended #1 most read at Forbes Opinion, was selected as an "Editor's Pick" and featured on the homepage banner of Forbes.com for 24 hours, and received 220,767 views.

Our findings were cited by Washington Post Daily 202 Briefing, The Hill, The Daily Caller, National Review Online, Breitbart, AOL News, Memorandum.com, Hot Air, The Daily Signal, Christian News Today, Blasting News United States, Free Republic, Young Conservatives, WorldNetDaily, American Thinker, and USSA News

Trump's Leaner White House Payroll Projected to Save Taxpayers $22 Million

Adam Andrzejewski | July 2, 2017 | Forbes

READ THE ARTICLE

President Donald Trump's 2018 White House Payroll

On June 29, 2018, Trump released his 2018 White House payroll data. Just hours later, we published our analysis at Forbes, projecting $22 million in taxpayer savings. The editorial, titled, "Trump's Lean White House 2018 Payroll On-Track to Save Taxpayers $22 Million," received 60,941 views.

On July 2, 2018, CNBC wrote an article on Trump's 27-year-old assistant's salary and linked to the OpenTheBooks.com database including all White House salary data since 2012. The Daily Caller cited our findings in an article, "Trump's White House Payroll Cuts Could Save $22 Million for Americans." On July 7, 2018, the Daily Signal picked up the story, citing our analysis in an article that led the website's masthead. This article was republished by the Tennessee Star, The Free Republic, and ChicagoNow.

Trump's Lean White House 2018 Payroll On-Track to Save Taxpayers $22 Million

Adam Andrzejewski | June 29, 2018 | Forbes

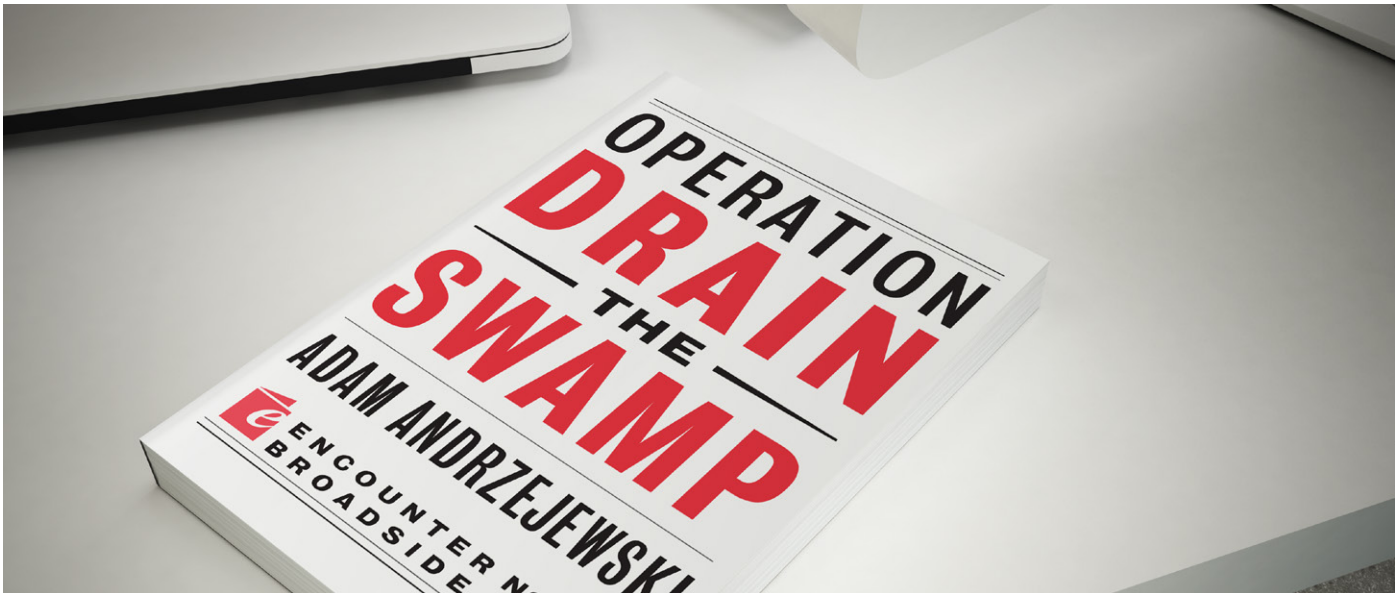
READ THE ARTICLE

Here's How Much President Trump's 27-Year-Old Assistant Makes

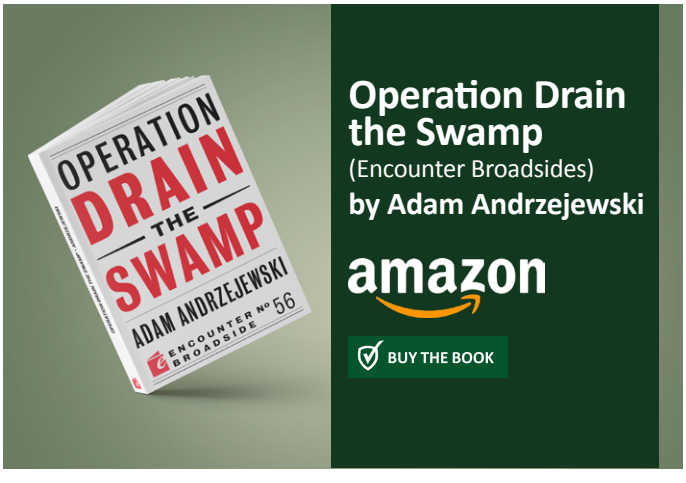
Ruth Umoh and Marguerite Ward | July 2, 2018 | CNBC

READ THE ARTICLE

OPERATION DRAIN THE SWAMP BROADSIDE

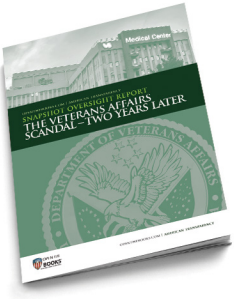


We authored a 6,000-word broadside on our Mapping the Swamp oversight report, calling for civil service reform in 2018. Editors at the New Criterion Press (Roger Kimball – Editor & Publisher) edited the broadside in March 2018. The broadside published in April and is available for purchase on Amazon. The book has a five-star Amazon rating, and was ranked #45 most popular in the Public Affairs and Administration category.



Radio Media Tour: Andrzejewski discussed the broadside in 26 radio interviews over a two-week period including Main Street Radio Network with Jane Silk & Kathleen Antrim in Alexandria, VA; WCGO with Blanquita Cullum in Chicago, IL; WDGJ with Melody Burns in Albany, NY; WATR Talk of the Town in Waterbury, CT; Genesis Communications Network and Syndicates with Josh Tolley in St. Louis, MO; WPXI-TV (NBC & The Pittsburg Cable News Channel) Night Talk with Ellis Cannon in Pittsburg, PA; The Dove Network with Perry Atkinson in Medford, OR; WHO with Jeff Angelo in Des Moines, IA; KVOR/KCOL with Jimmy Lakey in Ft. Collins, CO; The Jim Bohanen National Radio Show; WAEB with Bobby Gunther Walsh in Allenton, PA; Financial Survival Network (WGCH) with Kerry Lutz in Greenwich, CT; WSVA with Mike Schikman in Harrisonburg, VA; KBAR with Zeb Bell in Rupert, ID; Hartman Media Company (podcast) with Jason Hartman in Irvine, CA; KUIK with Jayne Carroll in Hillsboro, OR; Radio America Network (KTKK) with Chad Benson in Salt Lake City, UT; Bloomberg Radio (CRN) with Bill Martinez in Florida; KFAR with Alexander Korelin in Fairbanks, AK; WJIM with Steve Gruber in Lansing, MI; KMLB/ KJLO/ KILP/ KRVV with Lanny James in Monroe, LA; Family Research Council's Washington Watch with Tony Perkins in Washington, D.C; WCRN with Gary Goldman in Boston, MA; Sirius XM Patriot with David Webb in New York, NY; The Power Hour with Daniel Brigman in Versailles, MO; USA Radio Network with Wayne Allyn Root in Las Vegas, NV; KUHL / KZFB with Andy Caldwell in Santa Barbara, CA; WFDF with Nolan Finley in Detroit, MI; and the Lars Larson Show in Portland, OR.

PREVIOUS OVERSIGHT (2014–2017)



Veterans Affairs Scandal – Two Years Later

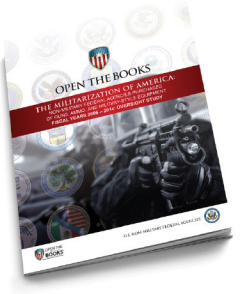
Published May 2016

DOWNLOAD REPORT

Our oversight report revealed that during and after the Veterans Affairs (VA) wait-time scandal, the agency added nearly 40,000 positions to payroll but only 3,591 were doctors (2012-2015). Additionally, the VA spent $20 million on a high-end art portfolio during a period when up to 1,00 sick veterans died while waiting to see a doctor. The VA claimed lack of Congressional funding.

These findings generated network and cable television segments on ABC Good Morning America and World News Tonight viewed by 13.8 million. The report also received mainstream coverage by C-SPAN, Fox News – Special Report, Fox & Friends, The Hill, Real Clear Politics, Investor's Business Daily, the Washington Examiner, and more. Additionally, the report inspired U.S. Senate Judiciary Chairman Charles Grassley to write VA Secretary Robert McDonald and oversight letter regarding our findings. As a result, the VA apologized and instituted new rules to cut down on future wasteful spending.





Militarization of America

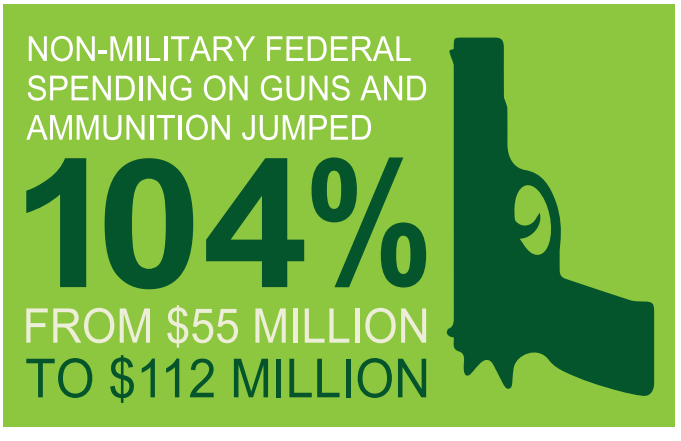
Published June 2016

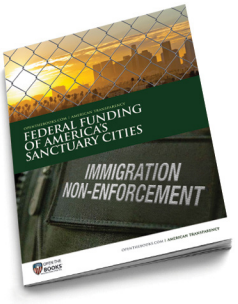
DOWNLOAD REPORT

Our oversight report quantified $1.5 billion spent by 67 non-military federal agencies outside of the Department of Defense on guns, ammunition, and military-style equipment between 2006 and 2016. Additionally, we found the number of federal officers with arrest and firearm authority (200,000+) now exceeds the number of U.S. marines (180,000).

This report was released in a premium-placement editorial in the *Wall Street Journal*, co-authored by former Sen. Tom Coburn and Andrzejewski. It also received media coverage by the Washington Post, CNBC Squawk Box, CBS News, Fox News, The Washington Times, and more. This oversight inspired the U.S. House Committee on Oversight and Government Reform (OGR) to hold a hearing on July 6, 2016. In the hearing, Chairman Jason Chaffetz cited our data in his opening statement and U.S. Rep. Mark Meadows cited our findings as he grilled administrators from Homeland Security, the Bureau of Prisons, and the Bureau of Land Management.

The impact of our report can be seen in President Donald Trump's reform plan and reorganization recommendations, "Delivering Government Solutions in the 21st Century." Trump's proposal would consolidate protective details at certain civilian Executive Branch agencies under the U.S. Marshals Service (USMS), providing standardization of protective service levels and new efficiencies.





Federal Funding of America's Sanctuary Cities: $27 Billion

Published February 2017

DOWNLOAD REPORT

For the first time ever, our oversight report quantified the amount of federal funding flowing into America's sanctuary cities. We found $27 billion in annual federal grants and direct payments flowed to 106 sanctuary cities in fiscal year 2016.

The report's findings were featured in a top-trending editorial at NBC News U.S. & World by Suzanne Ciechalski titled "What is a Sanctuary City?" Additionally, the report received coverage by Fox News, CNN, Real Clear Politics, Forbes, and more.



Ivy League, Inc.

Published April 2017

DOWNLOAD REPORT

Our oversight report revealed Ivy League payments and entitlements cost taxpayers $41.7 billion in various forms of government benefits, payments, or advantaged tax treatment over a six-year period. The Ivy League schools received more revenue from federal contracting ($25 billion) than undergraduate student tuition ($22 billion).

The report's preliminary findings appeared in a Wall Street Journal editorial titled "The Ivy League Doesn't Need Taxpayers' Help." Then, the report generated a series of six segments on Fox News, reaching 9 million viewers via Bret Baier, Fox & Friends, Your World with Neil Cavuto, and the Intelligence Report with Trish Regan. The Boston Globe cited us as a reason the Republican Congress instituted an endowment tax in December 2017.

$26.741 BILLION

IN ANNUAL FEDERAL GRANTS AND DIRECT PAYMENTS FLOWED INTO AMERICA'S 106 SANCTUARY CITIES (FY2016)

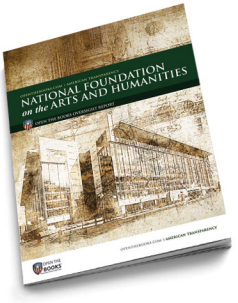


$62.6 BILLION

IN SALARIES, BENEFITS, AND COMPENSATION

Ivy League universities distributed $62.6 billion in salaries, benefits, and reportable compensation to their faculties, staffs, and other employees. (FY2010-FY2014)





National Foundation of the Arts and Humanities (NFA-H)

Published July 2017

DOWNLOAD REPORT

Our oversight report found the National Foundation on the Arts and Humanities (NFA-H) granted $441 million to more than 3,100 entities. Grants totaling $146 million flowed to 2,099 nonprofit organizations with existing assets of $64 billion and $21 billion in revenue.

The report was launched by a Wall Street Journal article by Roger Kimball titled "It Costs Taxpayers a Bundle, But Is It Art?" and received coverage by Fox News, the Washington Times, Daily Mail, and more.





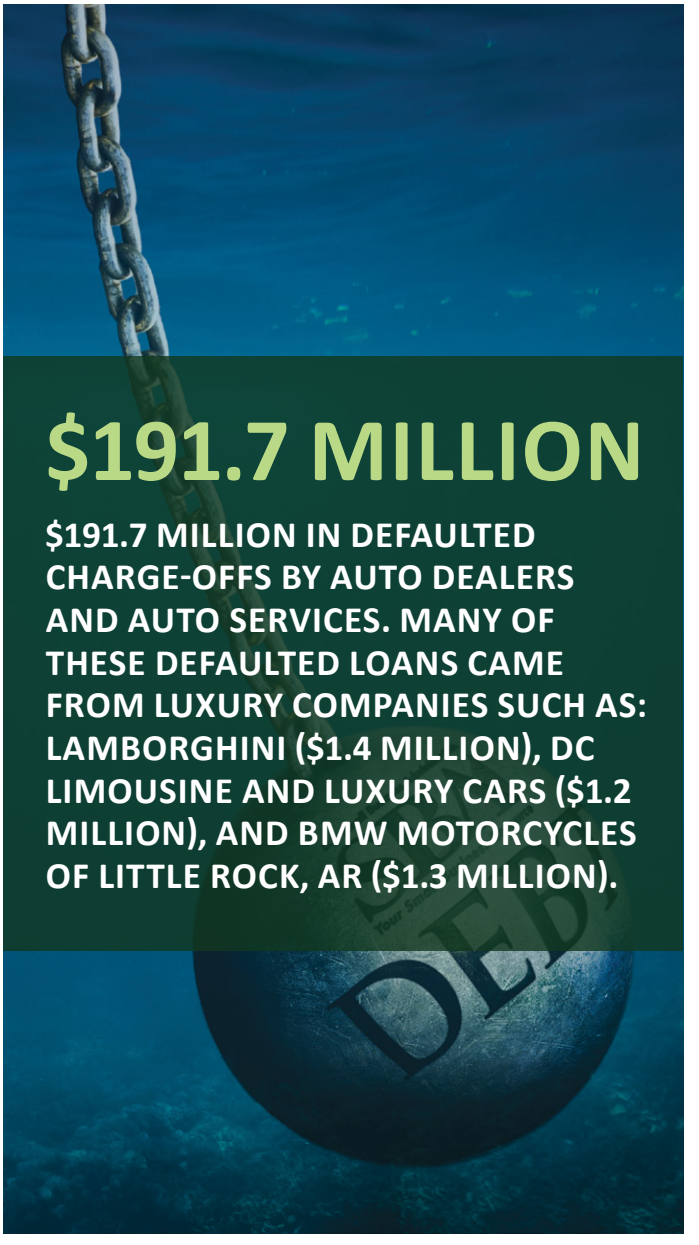


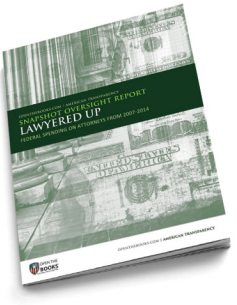
Truth in Lending: The U.S. Small Business Administration's $24.2 Billion Bad Loan Portfolio

Published August 2016

DOWNLOAD REPORT

Our snapshot report revealed the $18 billion in failed Small Business Administration (SBA) loans since 2000. The SBA lent $200 million to private country clubs, golf clubs, swim clubs, beach clubs, and tennis clubs. This report received coverage by Real Clear Politics and Forbes.





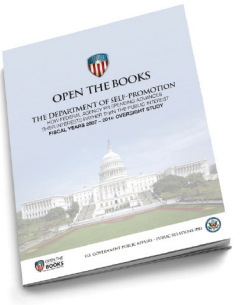
Lawyered Up

Published April 2016

DOWNLOAD REPORT

Our snapshot report revealed the government's private army of lawyers: 35,060 lawyers across more than 200 agencies at the federal government. The number of federal lawyers exceeds the total public payroll headcount of twelve states. This report received coverage by Real Clear Politics, Forbes, and the American Bar Association.





The Federal Department of Self-Promotion

Published December 2015

DOWNLOAD REPORT

We released an oversight report on federal agency expenditure on public relations: The Federal Department of Self- Promotion, $4.4 Billion on Public Relations. Our report debuted on the front page of *TheHill* and *The Washington Times* newspapers. The State Department received a 'Golden Hammer' weekly award by *The Washington Times* for the nation's worst example of waste. COX News Media ran a segment on their ABC, CBS, and FOX affiliates in twelve major cities. *Breitbart, The New York Observer, Orange County Register,* and the *New York Daily News* all covered our report. During our segment on CBS-Atlanta, COX News reported that U.S. Senator Mike Enzi (WY) called for a Government Accountability (GOA) investigation.





U.S. Environmental Protection Agency

Published October 2015

DOWNLOAD REPORT

Our oversight report on the U.S. Environmental Protection Agency was featured in editorials at *The Wall Street Journal* by former U.S. Senator Dr. Tom Coburn, I*nvestor's Business Daily* by Stephen Moore, and twice in *The Washington Times* by Edwin Feulner. Our findings included extravagant spending: $715 million fighting 'enviro-crime' with 200 armed 'Special Agents'; $92 million on high-end, luxury furniture; 200 public affairs officers paid over $160 million; and 1,000 lawyers paid over $1.1 billion.

With $72 billion in grant-making since 2000, the EPA would rank as the #1 U.S.A. private foundation. The FOX News Channel showcased our report in six segments: Megyn Kelly, Bill O'Reilly, Brett Baier, Tucker Carlson - FOX and Friends (2X), and Stuart Varney. *The Washington Times* conferred their "Golden Hammer" award on EPA for our exposure of EPA(s) $92 million in high-end furniture. Earned media highlighting our report included the Rush Limbaugh Show, Drudge Report, Washington Free Beacon, Forbes, Breitbart, Newsmax, Daily Caller, and many others.





Export-Import Bank

Published May 2015

DOWNLOAD REPORT

Our oversight report on the Export-Import Bank (EX-IM) was featured in Washington Examiner, Forbes, National Review, Newsmax, Breitbart, RedState, Daily Signal and an editorial at *The Washington Times* by Edwin Feulner. Through FOX news contributor Deroy Murdock and Marita Noon, our content was featured in nationally syndicated newspaper columns. Although other national organizations were exposing the truth on Ex-Im for years, we added needed details and context to the national debate ahead of the June 30, 2015 bank reauthorization deadline.





Farm Subsidies in America's Urban Areas – Chicago, New York City, and Washington, D.C.

Published January 2014

In New York City, Wall Street financiers, Rockefellers, wealthy heirs and Upper East Side recipients all received subsidies. Even the non-profit National Audubon Society collected nearly $1 million in subsidies including New York tobacco subsidies and Minnesota lamb slaughter aid.

In Chicago, the city ranks seventh out of over 1,200 municipalities in Illinois in the receipt of federal farm subsidies. Even Reverend Minister Louis Farrakhan, the founder of the Nation of Islam, opened up two charities and collected over $317,000 – an amount comprised of farm subsidies and, separately, commodity loans during a sixteen-year period.

National media coverage included the Megyn Kelly Show on FOX News, *Washington Examiner*, The Blaze, and National Review.

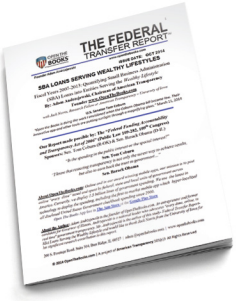


Federal Funding of Fortune 100 Companies

Published March 2014

We quantified all federal contracts, loans, grants, direct payments, insurance payments and farm subsidies since 2000 into the Fortune 100: $1.2 trillion. *An average of a quarter billion dollars outside of contracts flowed to each of the Fortune 100 in the form of grants, loans or subsidies*. Ten companies in the Fortune 100 have segmented their businesses so that a quarter billion dollars of "small business" loans bank-rolled their national product distribution networks.

National media coverage included economist Steve Moore's front page column at *Investor's Business Daily*, Bill Maher's HBO, David Stockman's Contra-Corner, AlterNet, and National Review.



U.S. Small Business Administration – Lending to the Wealthy Lifestyle

Published November 2014

DOWNLOAD REPORT

Exposed public loans and guarantees for private country clubs, golf resorts, yacht clubs, pet resorts, upscale plastic surgeons, wineries and other businesses catering to the lifestyles of the very wealthy. Highlights: $160 million in loans and guarantees flowed to private country clubs; $142 million into ZIP code 90210; $9.2 billion flowed to investment bankers- a taxpayer backstop for their investments; $60 million in lending to high-end jewelers including Rolex.

National media coverage included the front page at the *Washington Times* and the editorial page at *Investor's Business Daily*.

"Certainly, this report will lead to oversight hearings in Congress." – Kelly Riddle, *Washington Times*

"**Now, OpenTheBooks.com exposes the loan portfolio of an agency that has strayed far from its mission of aiding aspiring entrepreneurs, particularly minorities, build pioneering businesses in credit-starved areas."** – Stephen Moore, *Investor's Business Daily*

STATE OVERSIGHT

Wyoming

Transparency Impact

The Center for Public Integrity in Washington, D.C., gave Wyoming an 'F' grade in transparency. We made it our mission to move Wyoming's failing grade to an 'A.' Existing Wyoming law, the state constitution, and the federal constitution all support our effort to capture a complete record of public spending in Wyoming. Our goal is to post every dime of Wyoming government spending online in real time.

Wyoming State Auditor Cynthia Cloud denied our public records request for the state checkbook multiple times. In February 2018, Cloud made us refile our open records request then charged us $8,000 in fees. In partnership with the Equality State Taxpayers' Association, we paid the fee. Still, Cloud's office is slow-walking production.

On July 18, 2018, we worked with the Equality State Taxpayers Association to file litigation against the Auditor Cloud to produce the state checkbook expenditures.

Media Impact

- **Broadcast News and Radio:** Andrzejewski was interviewed in a two-minute segment on ABC KTWO News. In the segment, Andrzejewski explained our mission to take Wyoming from a 'F' grade in transparency to an 'A.'
- **Print and Online Media:** Our transparency project in Wyoming has received coverage from the Casper Star Tribune, the Gillette News Record, the Wyoming Tribune Eagle, WYO File, and Sheridan Press. On July 2, 2018, Auditor Cloud published an editorial titled, "Cloud: Wyomingites deserve transparency about state government spending." Meanwhile, our editorial titled, "Andrzejewski: Open Wyoming's state checkbook" (circ. 14,000). On July 19, 2018, the Associated Press wrote an article titled, "Groups sue in pursuit of Wyoming state vendor data." The article was republished by the Miami Herald, Modesto Bee, The News & Observer, Belleville News Democrat, Bradenton Herald, The News Tribune, US News & World Report, Kansas City Star, Lexington Herald-Leader, The State, Merced Sun-Star, Tri-City Herald, The Tribune, KULR-8 (Montana), Herald Courier, News Center 1, Jackson Hole News & Guide, and Sheridan Media. On July 28, 2018, the Wyoming Tribune Eagle backed our lawsuit, giving it a "thumbs up."

Legislative Impact

- Wyoming Legislature, House & Senate Joint Committee on Corporations, Elections & Political Subdivisions, Tuesday, May 22, 2018, 10 am agenda item "Public Records and Meetings - transparency of public records, enforcement and compliance of public records and meetings laws, denial of public records, fees and timeline, local government publication of records, modernization of statutes on records and recordkeeping." The meeting was held at the School Administration Building in Lander, Wyoming.
- OpenTheBooks was mentioned repeatedly because we filed 1,600 open records requests with every public body in the state. The Wyoming Liberty Group (WLG) submitted draft legislation after surveying the 50-states for best practices. We submitted extensive policy briefs and support cases to WLG on the history, importance, and legal underpinnings of public-sector spending transparency. The committee votes 12-1 to move the draft legislation forward to the next step. Listen to the audio of the hearing here.

Transparency Before Taxes

Adam Andrzejewski | November 28, 2018
The Casper Star Tribune

READ THE ARTICLE

Potential Legal Action Against Wyoming State Auditor Over Records

Joel Funk | January 28, 2018 | Wyoming Tribune Eagle

READ THE ARTICLE

Wyoming State Auditor Charged Us $8,000 and We'll Finally Receive the State Checkbook by 2048

Adam Andrzejewski | June 14, 2018 | Forbes

READ THE ARTICLE

Transparency Groups Take Wyoming Auditor to Court Over Spending Records

Austin Huguelet | July 28, 2018 | Wyoming Tribune Eagle

READ THE ARTICLE

Illinois

Mapping the Illinois Six-Figure Public Employees

When we mapped Illinois's most highly compensated public employees, we found 63,000 local and state employees pulling down $100,000+ salaries including auto pound supervisors, nurses at state corrections, junior college presidents, and 84 small-town "managers" out earning every U.S. governor. This oversight generated follow-up coverage by WGN Radio Chicago, the Chicago Tribune, Real Clear Politics and Real Clear Radio, the Champaign News-Gazette, FedSmith, Illinois News Network and the Glen Beck radio show. The original article received **423,574 unique views at Forbes Opinion** and our **interactive map received 78,636 searches**.

Why Illinois is in Trouble – 63,000 Public Employees with $100,000+ Salaries Cost Taxpayers $10B

Adam Andrzejewski | July 25, 2017 | Forbes

READ THE ARTICLE

Chicago's Most Highly Compensated Public Employees

More than 20,000 shootings and homicides have plagued Chicago, taxes have spiked, and one million residents have left the city since 1950 – still, mayor Rahm Emanuel continues to mismanage taxpayer dollars. Our oversight of the 2017 city of Chicago payroll revealed Mayor Emanuel paid 10,600 government employees six-figure salaries plus $283 million in overtime last year. This editorial generated follow-up coverage by WGN Radio Chicago, CBS2 (viewership 507,000), Real Clear Investigations, Politico, Chicago City News, the Champaign News-Gazette, and Peoria Journal Star. The Sun Times followed our lead and produced a similar piece (circ. 470,000). Additionally, PolitiFact Illinois fact checked our investigation and reported that our findings were true.

Can Mayor Rahm Emanuel Manage Chicago?

Adam Andrzejewski | August 6, 2017 | Forbes

READ THE ARTICLE

Chicago Overtime Costs 'Out of Control'

Derrick Blakley | August 7, 2017 | CBS Channel 2

READ THE ARTICLE

The 'Big Dogs' of Illinois Municipal Government

There are 144 employees at local units of government in Illinois out earning every state governor. This includes 89 small-town and village managers making more than $190,000 each. Real Clear Politics promoted this piece on its homepage.

The 'Big Dogs' of Illinois Municipal Government: 2017 Edition

Adam Andrzejewski | March 3, 2018 | Forbes

READ THE ARTICLE

Illinois Higher Education

Illinois public college enrollment has dropped by 8 percent since 2000, but taxpayer costs for higher education payroll and pensions have soared. In 2016, taxpayers footed the $6 billion cost. This editorial trended #3 most read on Forbes Opinion for a week.

Taxpayer Costs Soared as Illinois Public College & University Enrollment Dropped

Adam Andrzejewski | April 13, 2018 | Forbes

READ THE ARTICLE



Tracking Illinois Retired Lawmaker Pensions

Illinois lawmakers have voted themselves tens of millions in lifetime pension payouts, creating one of the sweetest retirement deals in the country – and it's expensive for taxpayers. In 2017, 137 retired lawmakers pulled down $21.7 million. This oversight generated follow-up coverage at the Champaign News-Gazette and on WJBC Radio. The original article trended #1 most read on Forbes Opinion.

The 'Pension Palace' for Illinois Lawmakers 2017

Adam Andrzejewski | April 28, 2018 | Forbes

READ THE ARTICLE



Illinois Six-Figure Educators

In Illinois, 30,000 educators make more than $100,000 each – but just 20,000 of them are actually actively working. The other 10,000 are pulling down six-figure pensions. This oversight generated follow-up coverage by Zero Hedge, ChicagoNow, the Kankakee Daily Journal, and WJBC Radio. Further, the Teachers Retirement System (TRS) sent an email to its members, explaining the article and confirming our findings, then we published a response in the Champaign News-Gazette.

30,000 Six-Figure Illinois Educators Cost Taxpayers $3.7 Billion

Adam Andrzejewski | June 4, 2018 | Forbes

READ THE ARTICLE

The Teachers' Retirement System's $100,000 Club

Adam Andrzejewski | July 1, 2018 | Champaign News-Gazette

READ THE ARTICLE

Partnership: Fox 32 News Chicago

On April 12, 2018, Fox 32 Chicago aired a three-minute segment on our Illinois investigation revealing 63,000 six-figure public employees costing taxpayers $10 billion. The segment aired four times over two days (12 minutes to 159,494 viewers) and received 531,000 views on the Fox 32 Facebook page.

Illinois Government: $10 Billion in Six Figure Salaries

Dennis Welsh | Fox 32 Chicago | April 12, 2018

READ THE ARTICLE

On May 6, 2018, Fox 32 Chicago aired a ten-minute segment on "Flannery Fired Up" interviewing Dr. Tom Coburn and Andrzejewski (viewership: 9,795).

On July 19, 2018, Fox 32 aired our first co-investigation, revealing Illinois pension fund manager, Bill Atwood, received a $137,000 golden parachute when he retired, cashing in 144 unused vacation days. Fox 32 aired a two-minute news segment on the investigation.

High-Ranking State Official Leaves Job with 144 Unused Vacation Days Worth $137K

Fox 32 Chicago | July 19, 2018

READ THE ARTICLE



New York

New York Public Employee Payroll

Only in New York City do the school janitors make more than the principals. "Every dime" of the NYC income tax funds the 76,166 most highly compensated city employees including plumbers, truck drivers, carpenters, and 'thermostat repairmen.' Our oversight revealed NYC employees worked 33 million overtime hours.

One in Four Government Workers Makes $100K Thanks to Overtime

Carl Campanile | October 11, 2018 | New York Post

READ THE ARTICLE

Overtime Binge Another Sign of De Blasio Bungling

New York Post Editorial Board | October 12, 2017

READ THE ARTICLE

Why Are So Many Teachers Effective When Many Kids Don't Learn?

New York Post Editorial Board | October 12, 2017

READ THE ARTICLE

Start Spreading the News! NYC Mayor de Blasio Paid City Employees $2B for 33 Million Overtime Hours

Adam Andrzejewski | October 11, 2018 | Forbes

READ THE ARTICLE

As City Worker OT Surges, So Does Pressure on Pension Costs

Sydney Kashiwagi | June 12, 2018 | Staten Island Live

READ THE ARTICLE

NYC Workers' Staten Island Overtime Bonanza: How Much They Made

Sydney Kashiwagi | July 3, 2018 | Staten Island Live

READ THE ARTICLE



NYC Gender Hiring Gap

Among the 200 top-paid New York City employees, just three are women. Meanwhile, Mayor Bill De Blasio's office claims to have made progress in gender equality despite the disparity in number of highly compensated men and women.

New York City Government has a Glaring Gender Problem

Carl Campanile | October 31, 2017 | New York Post

READ THE ARTICLE

Oregon

Governor Kate Brown's Lobbying Expenditures

Since 2016, Governor Kate Brown has designated 52 "Office of Governor" employees as lobbyists working on the "governor's agenda" while her official "Lobbyist Expenditure Report" displayed zero dollars spent on lobbying. The original editorial trended #1 most read on Forbes Opinion.

Oregon Gov. Kate Brown Has 52 Lobbyists But State Website Shows $0 Spent on Lobbying

Adam Andrzejewski | January 23, 2018 | Forbes

READ THE ARTICLE

Oregon Ethics Watchdog Rejects Conservative Group's Complaint About Kate Brown

Hillary Borrund | January 25, 2018 | The Oregonian

READ THE ARTICLE

Governor Kate Brown's Questionable Spending and Transparency Problems

Oregon Governor Kate Brown redacted 4,000 calendar items and blurred the line between taxpayer-funded agency resources and campaign activities. Brown used public funds for private purposes – during her time as secretary of state and as governor. Oregon Governor Kate Brown spent taxpayer money on a killer whale sightseeing tour in Canada, hundreds of expensive car washes, yoga, movies, and brewery tabs, and a trip to Palm Springs. Real Clear Politics featured these oversight editorials on its homepage, and Andrzejewski was interviewed on several radio stations including: The Bill Lundin Show KPNW AM 1120, Eugene, Oregon; Peabody Award winning Lars Larson Show WKXL FM News, Portland, Oregon – the national Lars Larson Show rated 19th largest in the nation.

Oregon Gov. Kate Brown Has 52 Lobbyists But State Website Shows $0 Spent on Lobbying

Adam Andrzejewski | May 17, 2018 | Forbes

READ THE ARTICLE

The Good Life of Oregon Governor Kate Brown

Adam Andrzejewski | May 24, 2018 | Forbes

READ THE ARTICLE



Texas

Six-Figure Public School Employees

More than 7,300 Texas public school administrators, athletic directors, teachers, and other employees pulled down six-figure salaries costing taxpayers nearly $1 billion in fiscal year 2017. There were pampered superintendents, huge severance packages, and massive salaries at districts with growing debt. Real Clear Investigations featured the article on its homepage while the Daily Caller, Accuracy in Academia, and Education News both republished the article. The article received 110,049 views and the interactive map of all six-figure educators in Texas received 9,915 searches.

Meet the Texas Teachers $100,000 Club: 7,300 Six-Figure Salaries Cost Taxpayers $903 Million

Adam Andrzejewski | July 18, 2018 | Forbes

READ THE ARTICLE

Report: Thousands of Texas School Employees Make Over $100K

Rob Shimshock | July 18, 2018 | Daily Caller

READ THE ARTICLE



Florida

Florida's Highly Compensated Public Employees

In 2017, nearly 35,000 state and local public employees made $100,000+ salaries including a city attorney, a junior college president, county administrators, and even 26 small-town and city managers who out earned every governor of the 50 states. The original oversight editorial generated follow-up coverage by Florida Watchdog. Additionally, Real Clear Politics posted the article on its homepage.

Follow the Money in Florida: 34,873 Public Employees with $100,000+ Salaries Cost Taxpayers $5.5B

Adam Andrzejewski | July 27, 2018 | Forbes

READ THE ARTICLE

Michigan

State of Michigan Teacher Pension Transparency

The Michigan Office of Retirement Services sent an email to 265,000 Michigan public employees providing OpenTheBooks.com contact information and phone numbers, telling employees to call OpenTheBooks.com with any questions on our FOIA request for pension information. These calls and emails shut down our phones and email systems for multiple days, beginning on August 11, 2017. We posted a response on OpenTheBooks.com four days later.

State Retirees Decry Pension Records Request

Justin Hinkley | August 16, 2018 | Lansing State Journal

READ THE ARTICLE

Retired Police Woman has Made $200,000+ Annually

Tom Gantert | July 2, 2018 | Michigan Capitol Confidential

READ THE ARTICLE

26 Grand Rapids City Employees Received $20K-Plus in Overtime

Tom Gantert | June 28, 2018 | Michigan Capitol Confidential

READ THE ARTICLE

Michigan's Top School Pension Payouts

Tom Gantert | April 5, 2018 | Michigan Capitol Confidential

READ THE ARTICLE

10 Officials in Larry Nassar Sex Scandal by Salary

Tom Gantert | March 30, 2018 | Michigan Capitol Confidential

READ THE ARTICLE



OPEN THE BOOKS INTERNSHIP PROGRAM

Madalen Strumpf: Oversight Manager



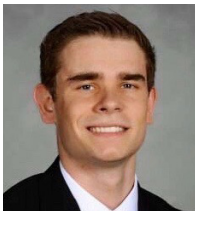
Madalen Strumpf worked at OpenTheBooks as an oversight intern in the summer of 2017. During her internship, Madalen worked on our oversight report on the National Foundation on the Arts and Humanities and our Where's the Pork report. Madalen graduated from Purdue University in May 2018 where she studied Brain and Behavioral Science and Law and Society and Human Rights. In May 2018, Madalen started a full-time oversight manager position, managing a team of three interns to create our farm subsidies report and a transparency scorecard..

Lauren Renslow: Social Media Specialist



Lauren Renslow started working at OpenTheBooks as a social media intern in January 2018. Prior to her internship, she graduated with a Bachelor of Arts degree in Political Economy from Hillsdale College in December 2017. As a social media intern, Lauren created social media graphics and videos for Facebook, Twitter, and Instagram. In April, Lauren was promoted to a senior fellow position, expanding her role to include development. Lauren has worked on inputting financial records and keeping donor information current and accurate. In September, Lauren transitioned into a full-time social media specialist role.

Intern Testimonial



"Being an oversight intern for Open the Books was truly an amazing opportunity. Through my internship, I was able to learn valuable skills including extensive research and working on deadlines. The work we do at Open the Books can make a difference in how people view government, and the findings can truly be eye-opening. As a freshman, Open the Books was my first collegiate internship, and I learned skills and practices that I will be able to instill in any future job or internship."

– Chase Morris
Oversight Intern, Summer 2018 | University of Cincinnati '21



Summer 2018:

Baylee Anderson | Goucher College
Gwen Balmes | Hillsdale College
Terry Chau | Berkley College
Mary Dorroh | Hillsdale College
Grant Liebel | Washington University
Scott McClallen | Hillsdale College
Nicholas Merryman | Huntington University
Chase Morris | University of Cincinnati
Allison Schuster | Hillsdale College
Callahan Stoub | Hillsdale College
Zachary Taylor | Brigham Young University Idaho



PART 4

KEY SPEECHES, EARNED MEDIA, *and* ORGANIZATIONAL DATA

KEY SPEECHES

The City Club of Chicago

Chicago, Illinois | May 3, 2018

Andrzejewski was the keynote speaker at a City Club of Chicago luncheon on May 3, 2018. Former Oklahoma Senator Dr. Tom Coburn (our honorary chairman) spoke at a pre-reception before the luncheon then introduced Andrzejewski as the keynote speaker. Andrzejewski delivered his talk, titled, "The Open-Government Movement," to a sold-out room of 300 people. There were 12 sponsored tables. WGN Radio Chicago covered the speech. On June 3, Nancy Thorner published an article titled "Adam Andrzejewski Holds Legislators Responsible with 'Open The Books.'" The article was also posted at Illinois Review and the Heartland Institute's Freedom Pub blog. Illinois Channel TV (Illinois version of C-SPAN) broadcasted the speech in its entirety.

WATCH THE SPEECH









Lincoln Club of Downtown Los Angeles

Los Angeles, California | June 1, 2018

As one of the oldest, most active and influential chapters, the downtown Los Angeles Lincoln Club chapter hosts prominent membership comprised or legal, financial, and business professionals and elected officials who meet once a month for lunch. Andrzejewski spoke to the power of the 'Open-Government Movement Revolutionizing U.S. Public Policy.' Let's turn California into a transparency battleground state.



Gatestone Institute

New York City, New York | May 15, 2018

Part of the Executive Leadership Council Spring Speaker Series, sharing the platform with Lord Finkelstein, Sen. Joseph Lieberman, Newt Gingrich, Sean Hannity, Victor Davis Hanson, and others, on May 15, 2018, Andrzejewski delivered a speech on "How the Open Government Movement is Revolutionizing U.S. Public Policy" in New York City to the Gatestone Institute at the renowned restaurant, Le Bernardin.

Harvard Law School

Cambridge, Massachusetts | October 24, 2017

Andrzejewski addressed Harvard Law in Cambridge, Massachusetts, on October 24, 2017. Andrzejewski spoke on how the Transparency Revolution can transform U.S. public policy. The speech was cross-posted and highlighted by Real Clear Policy.

The Council for National Policy Conferences



Colorado Springs, Colorado – At the Broadmoor Hotel on September 30, 2017, Andrzejewski delivered a 15-minute speech on our upcoming Department of Education oversight report, unveiling our preliminary findings. Attended by 350 key influencers and decision makers, Andrzejewski explained that we can't fund a child's education while we're funding an education bureaucracy.

Washington, D.C. – At the Ritz Carleton in Tyson's Corner on May 19, 2018, Andrzejewski delivered a speech, titled "The Open Government Movement is Revolutionizing U.S. Public Policy" to a room of 400 people. Afterward, he participated in a 90-minute panel discussion alongside Tom Fitton (Judicial Watch), Bridget Wagner (Heritage Foundation), Scott Walters (Capital Research Center), and two others – moderated by General Ed Meese.

Governor's Business Forum Hosted by Wyoming Governor Matthew Mead

Cheyenne, Wyoming | November 8, 2017



Andrzejewski addressed 400 Wyoming politicians, business leaders, public policy experts, and influential stakeholders as the keynote speaker of the 2017 Governor's Business Forum "The Dynamics of Change" Hall of Fame Dinner hosted by Gov. Matthew Mead in Cheyenne, Wyoming on November 8, 2017. Andrzejewski discussed how the OpenTheBooks transparency revolution could take Wyoming from an 'F' transparency grade to an 'A.'

Wyoming Press Association Annual Conference

Casper, Wyoming | January 20, 2018

Andrzejewski gave a 90-minute address to the Wyoming Press Association at its annual conference in Casper, Wyoming on January 20, 2018. In his speech, Andrzejewski proposed that Wyoming journalists utilize OpenTheBooks's resources to write data-based stories.

Key West PVC Pipe Convention

Key West, Florida | March 14, 2018



Andrzejewski gave a 30-minute speech at the Casa Marina – A Waldorf Astoria Resort in Key West, Florida, to 150 people on March 14, 2018. The speech was titled, "How the Open-Government Movement Revolutionizes U.S. Public Policy."

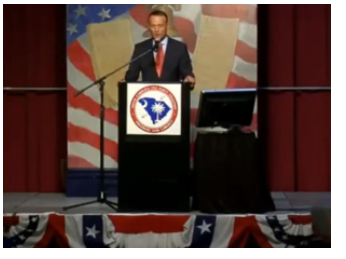
Panhandle Tiger Bay Club of Pensacola

Pensacola, Florida | March 16, 2018

Andrzejewski addressed 150 people for 30 minutes at the Panhandle Tiger Bay Club of Pensacola on March 16, 2018. The speech was titled, "How the Open-Government Movement Revolutionizes U.S. Public Policy." Today, OpenTheBooks.com is the largest private repository of U.S. public-sector spending.

South Carolina Grassroots Coalition Convention

Myrtle Beach, South Carolina | January 21, 2018



Andrzejewski addressed the South Carolina Grassroots Coalition Convention in Myrtle Beach, South Carolina, on January 21, 2018. To a crowd of 400, Andrzejewski explained the true cost of the administrative state and the key findings from our 'Mapping the Swamp' oversight report.

EARNED MEDIA
KEY TELEVISION/RADIO/PODCAST SEGMENTS

Andrzejewski on Brian Lamb's 60-Minute Q&A Program

C-SPAN | Washington, D.C. | August 2017



On September 10, 2017, Andrzejewski's hour-long interview on Brian Lamb's Questions and Answers program aired on C-SPAN. The segment also became available online. The segment was cross-posted and highlighted at Real Clear Politics and Politico. Mr. Lamb asked 85 questions during the 60-minute interview, fulling vetting our mission, vision, and impacts.



Massive Federal Spending on Government Salaries

The Ingraham Angle | Fox News | December 2017



On Fox News, The Ingraham Angle, Andrzejewski launched our *OpenTheBooks Oversight Report – Mapping The Swamp, A Study of the Administrative State* on a five-minute segment on December 26, 2017, (viewership: 2.5 million plus an additional 583,845 views via 2 a.m. rerun of the segment; source: TVeyes, Meltwater).



How Much Does 'The Swamp' Cost You?

Fox & Friends | Fox News | January 2018

On Fox & Friends, Andrzejewski appeared to discussed the swamp by the numbers and invited all viewers to "play the game" and search our interactive map on January 3, 2018 (viewership: 1.5 million; source: TVEyes).

CBS Chicago

Chicago Overtime Costs 'Out of Control'

CBS Channel 2 | Chicago, IL | August 2017

Andrzejewski was featured in a news segment on CBS Channel 2 to discuss the $283 million the city of Chicago paid out in overtime last year. The segment aired on August 7, 2017 (viewership: 117,140; source: TVeyes).



MEDIA METRICS

Total Media Mentions (Source: Meltwater Inc.)



Website Metrics





facebook





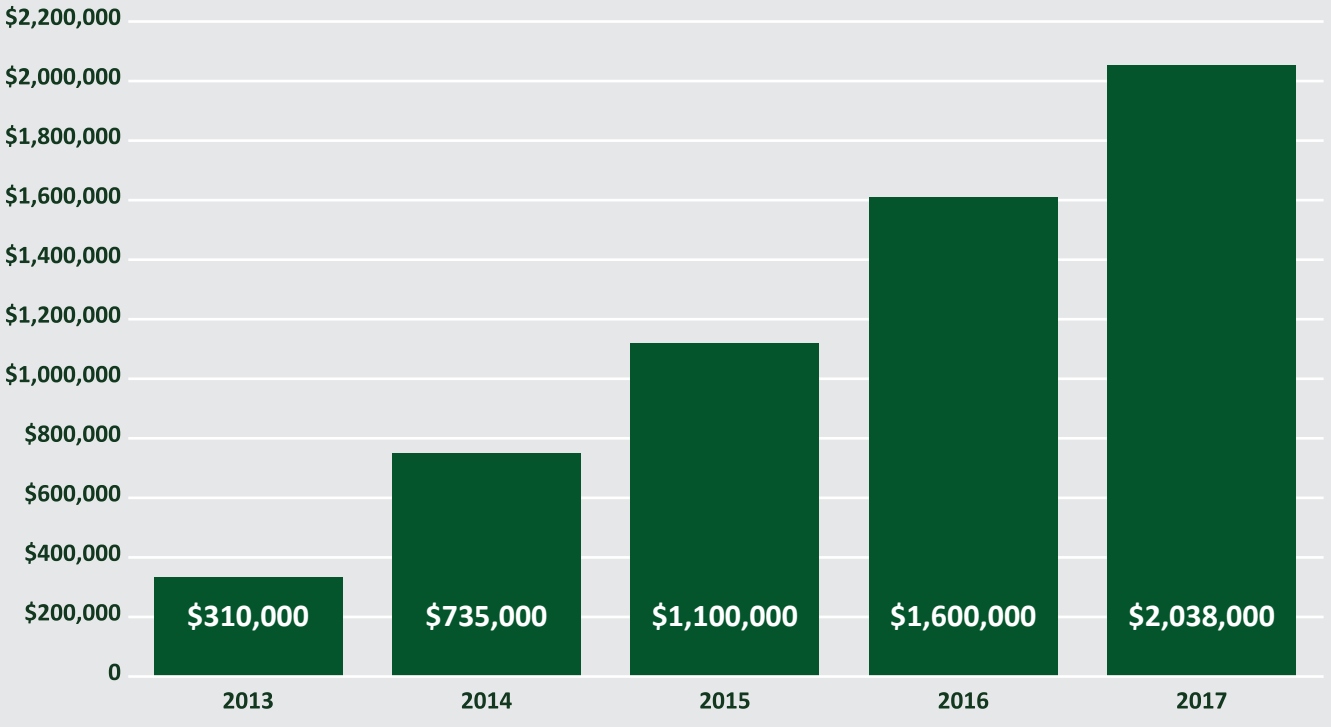
Email Metrics

From 2016 to June 15, 2017 we have emailed **68 special alerts to 3.3 million individual email addresses**. The emails were opened 361,986 times with an open rate of just over 14 percent. Our subscriber list is growing – it's currently at 100,224 active addresses. Between our subscriber email list and our mobile app downloads (we can text those cell phones), we can reach nearly 200,000 politicians, pundits, media, citizens, activists and influencers across America.



FINANCIAL INFORMATION

Open The Books Total Revenue by Fiscal Year



"OPENTHEBOOKS IS DOING THE WORK I ENVISIONED... THEIR INNOVATIVE APP AND OTHER TOOLS ARE PUTTING SUNLIGHT THROUGH A MAGNIFYING GLASS."
– Dr. Tom Coburn Honorary *Chairman of OpenTheBooks.com*

"THE INVESTIGATIVE WORK OF OPENTHEBOOKS HAS FOMENTED A REVOLUTION IN FISCAL TRANSPARENCY."
– Roger Kimball *The Wall Street Journal*

KEY PEOPLE AND BOARD



Honorable Dr. Tom Coburn | Honorary Chairman

Muskogee, OK. Former U.S. Congressman, United States Senator and 2014 Time List: 100 Most Influential People in the World. Co-Sponsor of 2006 "Google Your Government Act" which opened United States Government checkbook spending to online transparency for the first time in history. Identified the "Bridge to No Where" in Alaska which helped to end the congressional practice of wasteful earmarks. Coburn's annual Waste Book was an oversight primer on federal taxpayer abuse. An entrepreneur with a career in obstetrics, Dr. Coburn delivered over 4,000 babies before the Senate passed a rule to stop his practice of medicine. Married to Miss Oklahoma (1967), Tom and Carolyn Coburn raised three girls.



Thomas W. Smith | Chairman of the Board

New York, NY. Mr. Smith is the founding partner of Prescott Investors. He was the managing partner of Whitcom Investment Company in New York and a partner with Reynolds and Company. Mr. Smith is currently a trustee of the Manhattan Institute, on the board of Socrates Sculpture Park, and on the Advisory Board of Metro Bank in London. He has served on a number of corporate boards. He is the past Chairman of the National Center for Policy Analysis and the past Chairman of St. Ann School in New York City. He was a lieutenant in the U.S. Navy. He received his Master's Degree in Economics from the University of California – Berkeley and his Bachelor's Degree from Miami University in Oxford, Ohio.



Adam Andrzejewski | Founder, Board Secretary, and Chief Executive Officer

Adam Andrzejewski is the CEO and Founder of OpenTheBooks.com. Adam is an entrepreneur – and before founding OpenTheBooks, he co-founded HomePages Directories, a $20 million publishing company (1997-2007). Most recently, Adam has spoken at Harvard Law School, Georgetown Law School, and the Columbia School of Journalism. In September, Adam was a guest on Brian Lamb's hour-long C-SPAN Q&A program. As a contributor at Forbes, Adam's editorials have received 3 million views. His works have also been featured on Good Morning America, ABC World News Tonight, the Wall Street Journal, USA Today, Chicago Tribune, Real Clear Politics, FOX News, and CNN. In 2010, Adam ran for Governor of Illinois. He's a graduate of Northern Illinois University. Adam has run the Chicago Marathon six times. He's married to Kerry with three daughters and lives in Hinsdale, Illinois.



Hilary Till | Board Member, Treasurer

Lake Forest, IL. Ms. Till has B.A. with General Honors in Statistics from the University of Chicago and MSc. Degree in Statistics from the London School of Economics (LSE). She studied at the LSE under a private fellowship administered by the Fulbright Commission. Ms. Till is a principal of Chicago-based Premia Capital Management, LLC. Previously, she was a senior vice president at Putnam Investments in Boston; and prior to joining Putnam, she was a quantitative analyst at Harvard University's endowment. Ms. Till is a member of the Federal Reserve Bank of Chicago's Working Group on Financial Markets, and also serves on the North American Advisory Board for the London School of Economics.



Bruno Behrend, J.D. | Board Member

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



Jameson G. Campaigne | Board Member

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



Craig Mijares | Chief Operating Officer

Boca Raton, FL. Craig Mijares is the Chief Operating Officer for American Transparency. Mr. Mijares has a B.A. in Computer Information Systems from DeVry University. He has worked in executive compensation and benefits administration for over 20 years with an industry leading firm where he has lead teams of over 100 associates. Mijares is responsible for our overall technology direction, and is the chief designer of the OpenTheBooks.com portal. Mijares is the prime driver of our award winning Open The Books mobile application, widget, interactive mapping features, proprietary data capture tools, spending clocks, and SNAPSHOT™ Transparency Reports.



Matthew Tyrmand | Deputy Director at Large

Matthew Tyrmand is the Deputy Director at Large for American Transparency. Matthew joined founder Adam Andrzejewski in 2013 to aid in evolving OpenTheBooks into the national leader on public sector transparency. His role encompasses engagement in all facets of the organization and touches upon public relations, media relations, communications, strategic framing of content, news cycle analysis, think tank outreach and coalition building, legislative outreach at the state and federal level, policy analysis, data monetization, fundraising and donor relations, and recruiting. Previously, Tyrmand spent a decade plus in finance running healthcare and telecommunications equity long/short portfolios for top hedge funds on Wall Street. He is a graduate of the Think Tank MBA of the Atlas Leadership Academy, a Claremont Lincoln Fellow, and a member of the Philadelphia Society- a fraternal organization of long standing movement conservatives. He graduated from University of Chicago in 2003. He is also an engaged Polish dual citizen and active in the Polish and European-wide civil, political, and economic debates and is published widely in Poland as an editorialist and analyst and the author of two books. He has acted as an informal advisor to members of the current Polish government on an ad hoc basis.



Morton Blackwell | Board Advisor

Morton Blackwell began in 1960 to identify, train, and place bright young conservatives for leadership in the public policy process. Barry Goldwater's youngest elected national convention delegate in 1964, Blackwell chaired the state College Republicans and Young Republicans in Louisiana.

In 1980, he organized the national youth effort for Ronald Reagan, going on to serve on President Reagan's White House Staff. In 1984, Blackwell left the White House to work full-time as the President of the Leadership Institute, his educational foundation that he began in 1979. His Institute is dedicated to training and placing conservatives. In 2016, his Leadership Institute trained 10,274 people in its 47 types of training schools. His CampusReform.org website received more than 5.3 million unique visitors in 2016. Since 1988, he has served as the Virginia Republican National Committeeman. He now ranks number 4 in tenure among the 168 members of the RNC.



Adam Brandon | Board Advisor

Adam Brandon is the president of Freedom Works. He focuses on directing priorities between each department and concentrates his efforts to match up the institution's goals with the resources available. Being with Freedom Works since 2005, Adam has served in a number of roles within the organization. Adam served as the executive vice president from 2009-2015 and the vice president of communications and press secretary before that. Prior to joining Freedom Works, Adam worked on multiple local and national campaigns and taught American History, Government, and International Relations at The Emerson Preparatory School in Washington, D.C. Mr. Brandon earned a B.A. and M.A. from George Washington University, and M.A.s from both Jagiellonian University and Georgetown University.



Patrick H. Caddell | Board Advisor

Patrick H. Caddell is a political strategist, consultant and FOX news contributor. He served as chief public opinion pollster and senior advisor for the campaigns of Democratic Presidential candidates George McGovern (1972) and Jimmy Carter (1976). Caddell went on to serve as a personal advisor for President Carter from 1977-1981. He has advised over 150 political campaigns including those of Gary Hart, Walter Mondale, Jerry Brown, Joe Biden, Edward Kennedy, Edmund Muskey and Mario Cuomo. He was the Co-founder and President of Cambridge Survey Research, Inc. a firm that provided public opinion research for corporate institutional clients such as Exxon, Westinghouse, General Electric and Citibank. In addition, Mr. Caddell served as a strategic media consultant for Apple computers and Coca Cola. From 1981-1984 he was a member and Vice Chair of the US Military Academy at West Point by presidential appointment.

Mr. Caddell has had extensive television, film and media experience as well. He has served as a consultant on a number of major motion pictures such as Apocalypse Now, Reds, Air Force One, In the Line of Fire, and Breakout. In addition, Caddell was a writer, producer and consultant on the Emmy Award Winning NBC series The West Wing. He has appeared on all major news networks as a political expert and is currently a regular FOX News contributor and columnist for Breitbart.com. Patrick Caddell graduated from Harvard University and currently serves as the President of Caddell Associates.



James R. Copland | Board Advisor

James R. Copland is a senior fellow with and director of legal policy for the Manhattan Institute for Policy Research. He has testified before Congress as well as state and municipal legislatures; he has authored many policy briefs, articles, and opinion pieces; and he has made hundreds of media appearances and is frequently cited in news articles in leading periodicals.

In 2011 and 2012, Copland was named to the National Association of Corporate Directors "Directorship 100" list, which designates the individuals most influential over U.S. corporate governance. Copland was previously a management consultant with McKinsey and Company and a law clerk for Ralph K. Winter on the U.S. Court of Appeals for the Second Circuit. He has served on many private company, public, and nonprofit boards. Copland has degrees from Yale, the London School of Economics, and the University of North Carolina.



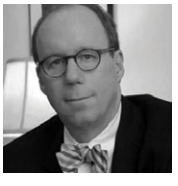
Edwin Feulner | Board Advisor

Washington, D.C. Mr. Feulner's leadership as president of The Heritage Foundation transformed the think tank from a small policy shop into America's powerhouse of conservative ideas and what the New York Times calls "the Parthenon of the conservative metropolis." He is a longtime officer and director of three grant-making foundations: the Sarah Scaife Foundation, the Aequus Institute, and the Thomas A. Roe Foundation. Born in Chicago, Feulner graduated from Regis University with a bachelor's degree in English, and received an MBA from the University of Pennsylvania's Wharton School of Business in 1964. He later attended Georgetown University and the London School of Economics, and then earned a doctorate degree at the University of Edinburgh in 1981. Feulner is the author of eight books: The American Spirit (2012), Getting America Right (2006), Leadership for America (2000), Intellectual Pilgrims (1999), The March of Freedom (1998), Conservatives Stalk the House (1983), Looking Back (1981) and Trading with the Communists (1968). He and his wife, Linda, have two grown children.



Suhail A. Khan | Board Advisor

Washington, D.C. Director of External Affairs at Microsoft Corporation, a member of Conservative Action Project, and Senior Fellow at the Institute for Global Engagement- a Christian religious freedom think tank. Mr. Khan served the Bush Administration White House and U.S. Department of Transportation - was awarded the Secretary's Team Award (2005) and the Secretary's Gold Medal for Outstanding Achievement (2007). Elected to the Board of Directors of the American Conservative Union (2006) and awarded the Young Conservative Coalition's Buckley Award (2010). RNC Chairman Reince Prebus appointed Khan to the RNC Asian Pacific American Advisory Council (2014). Education: University of California at Berkeley, B.A. and University of Iowa, J.D.



Roger Kimball | Board Advisor

New York, NY. Mr. Kimball is an American art critic and social commentator. Kimball is the editor and publisher of The New Criterion and the publisher of Encounter Books. He was educated at Cheverus High School, a Jesuit institution in South Portland, Maine, and then at Bennington College, where he received his B.A. in philosophy and classical Greek, and at Yale University. He currently serves on the board of the Manhattan Institute for Policy Research, the board of Transaction Publishers and as a Visitor of Ralston College, a start-up liberal arts college based in Savannah, Georgia. He also served on the Board of Visitors of St. John's College (Annapolis). Kimball lectures widely and is a frequent contributor to many newspapers and journals, including The Wall Street Journal, National Review, The Spectator, The New Criterion, The Times Literary Supplement, The New York Sun, Modern Painters, Literary Review, The Public Interest, Commentary, The New York Times Book Review, The Sunday Telegraph, The American Spectator, The Weekly Standard, and The National Interest. Kimball is the author of Tenured Radicals: How Politics Has Corrupted Higher Education; The Fortunes of Permanence: Culture and Anarchy in an Age of Amnesia; and other books. In 2006, Kimball inaugurated Roger's Rules, a popular column at Pajamas Media.



Ruth King | Board Advisor

New York, NY. Ms. King is on the executive committee of Americans for a Safe Israel and contributes a monthly column to their publication "Mideast Outpost," and on the Board of the London Center for Policy Research. As a contributing editor of Family Security Matters she researched and published "2014 Where They Stand" - a comprehensive guide to the 2014 national elections that covered the Senatorial and Congressional races in every district in all fifty states, detailing the domestic and foreign policies of all incumbents and challengers of both major political parties. This project will be updated in the 2016 elections. She is also editor and publisher of Ruthfullyyours.com a daily blog which lists many columns on the Middle East, terrorism, foreign policy, and domestic issues such as immigration, energy, and politics.



Vince Kolber | Board Advisor

Chicago, IL. Mr. Kolber started RESIDCO in 1982- completing both aviation & rail transactions in excess of $1.2BN- including syndications, non-recourse debt securitizations, restructurings, hedging, asset repositioning and remarketing assignments. Pioneered the use of privately placed derivatives in large ticket equipment leasing; established applications for residual value insurance & puts in both aviation & rail structured financings. Graduated with an MBA from the University of Chicago and a B.S. from Wharton. Mr. Kolber is active in parochial school philanthropy at Sacred Heart & the Big Shoulders Foundation and serves as Chairman of the Chicago Committee of the Heritage Foundation, Washington, D.C.



Herbert London | Board Advisor

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



Vanessa Mendoza | Board Advisor

New York, NY. Ms. Mendoza is the executive vice president of the Manhattan Institute for Policy Research, New York City. She joined the Institute in 2006 as a policy analyst for the Center for Legal Policy, where her work focused on the center's 'Loser Pays' project. She was recruited to work with the development team, was named vice president for development in 2009 and in 2012, named executive vice president of the Institute. Vanessa earned her J.D. from Fordham University School of Law and her B.A. from New York University with a concentration in the fields of political science, history, and election law. Vanessa lives in Brooklyn, N.Y. with her husband and son. Vanessa serves on the board of the next generation leadership organization, Teneo.



Stephen Moore | Board Advisor

Washington, D.C. Leading economic writer and policy analyst. In 1999, he founded and served as president of the Club for Growth. Mr. Moore is a former member of The Wall Street Journal editorial board from 2005 – 2014. The Heritage Foundation announced that Moore would become a Distinguished Visiting Fellow (2014). Education: B.A. from the University of Illinois at Urbana-Champaign; M.A. from George Mason University in economics. Moore also spent ten years as a fellow of the Cato Institute.



Deroy Murdock | Board Advisor

New York, NY. Political commentator and Fox News Contributor, a Media Fellow with the Hoover Institution on War, Revolution, and Peace at Stanford University, and a Senior Fellow with the Atlas Network. Mr. Murdock's weekly column — "This Opinion Just In…" — appears in the New York Post, The Washington Times, the Boston Herald, The San Francisco Examiner, and other newspapers across America. A frequent guest on CNBC, CNN, C-Span, MSNBC, and other TV and radio outlets, Murdock has spoken/ debated at Cato Institute, the Council on Foreign Relations; Harvard Medical School, the Heritage Foundation; the National Academy of Sciences; Dartmouth, Stanford, and many other venues. Murdock is a native of Los Angeles, a graduate of Georgetown University, and earned an MBA from New York University.



Grover Norquist | Board Advisor

Washington, D.C. Mr. Norquist is the founder and president of Americans for Tax Reform. He is the creator and organizer of the Taxpayer Protection Pledge, a public written commitment to oppose any and all tax hikes, signed by most members of the U.S. Congress. Norquist chairs the Washington, DC - based "Wednesday Meeting," a weekly gathering of more than 150 elected officials, political activists, and movement leaders. He serves on the board of directors of the American Conservative Union, the Center for the National Interest, the Parental Rights Organization and the National Rifle Association. Norquist is a graduate of Harvard College & Harvard Business School. He lives in DC with his wife, Samah, & daughters, Grace and Giselle.



James O'Keefe III | Board Advisor

New York, NY. Mr. O'Keefe is an American journalist, filmmaker, and Founder of Project Veritas, a nonprofit organization dedicated to citizen journalism. His work has prompted state and federal investigations, congressional action, and inspired several states to reform their election laws and induced high-level resignations in Washington. O'Keefe is a graduate of Rutgers University. A congressional resolution was introduced in 2009 praising him for his work. He is the recipient of the Robert Novak Award for Journalistic Excellence (2011) and was placed on the Forbes 30 under 30 for media moguls.



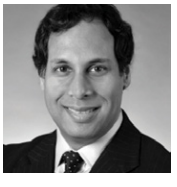
James Piereson | Board Advisor

New York, NY. President of the William E. Simon Foundation, a private grant-making foundation located in New York City. The foundation has broad charitable interests in education, religion, and problems of youth. For 20 years, from 1985 to 2005, he was executive director and trustee of the John M. Olin Foundation. A preeminent conservative scholar, educator, author and representative, Piereson serves on the boards of several other tax-exempt institutions, including: The Pinkerton Foundation, the Thomas W. Smith Foundation, The Center for Individual Rights, The Philanthropy Roundtable (Chairman, 1995-99), the Foundation for Cultural Review (Chairman), the American Spectator Foundation, the Hoover Institution at Stanford University, and DonorsTrust.



Adrienne Price | Board Advisor

Scarsdale, NY. Ms. Price specialized in real estate investment banking at Goldman Sachs, then ran a commercial real estate company where she owned and managed warehouses, and sold the business in January, 2007. Currently, Ms. Price is a private investor. She was a Wexner Heritage Foundation Fellow, and served on a variety of national and local boards. Currently, she serves on the Boards of the Middle East Forum and Friends of Yemin Orde. A proud graduate of the University of Pennsylvania with 3 degrees (Wharton, The College, The Graduate School), Ms. Price is the President of her class and serves on the Executive Board of the Alumni Class Leadership Council. Ms. Price also holds an M.M. from the Kellogg School of Management at Northwestern University.



Avik Roy | Board Advisor

New York, NY. Senior Fellow at the Manhattan Institute and the Opinion Editor at Forbes. In 2012, Roy served as a health care policy adviser to Mitt Romney. Roy is also principal author of The Apothecary, the influential Forbes blog on health care policy and entitlement reform. He is a frequent guest on TV, including Fox News, Fox Business, NBC, MSNBC, CNBC, Bloomberg, PBS, CBS, and HBO. His work has also appeared in The Wall Street Journal, The Atlantic, USA Today, Health Affairs, and National Affairs, etc. Roy is a member of the Advisory Board of the National Institute for Health Care Management, and co-chairs the Fixing Veterans Health Care Policy Taskforce.



Peter Schweizer | Board Advisor

Peter Schweizer is the President of Government Accountability Institute and a best-selling author. He is a partner in the Washington, D.C. firm Oval Office Writers which provides speechwriting and communications services. From 2008-9, he was a consultant to the Office of Presidential Speechwriting in the White House. His books have been translated into eleven languages and include several New York Times or Washington Post bestsellers. Peter is the author of the book Extortion: How Politicians Extract Your Money, Buy Votes, and Line Their Own Pockets. Both Extortion and his previous book, Throw Them All Out were New York Times bestsellers and were featured on CBS's 60 Minutes. Schweizer's most recent work was "Clinton Cash LP." His articles have appeared in Foreign Affairs, The New York Times, Wall Street Journal, Washington Post, Los Angeles Times, National Review, and elsewhere. Peter received his M.Phil. from Oxford University and his B.A. from George Washington University. He lives in Florida with his wife, Rhonda, and his children.



Norb Svanascini | Board Advisor

Park Ridge, IL. Mr. Svanascini is Founder and Chairman of AmericanEagle.com- the technology vendor for American Transparency. Americaneagle.com is an industry leading one-stop shop in Web site design, development, hosting and marketing. Mr. Svanascini's two sons, Tony and Michael, also own and run the business that has provided service to over 5,000 websites including WhiteHouse.gov, the Big Ten, Atlantic 10, Big East, NFL, NHL, NBA, NASCAR, Fortune 100, and Meadowlands Super Bowl Stadium. An immigrant to America at age 7, Mr. Svanascini has patented a network based card game of skill, can explain How Economies Work in under Ten Minutes, and is a licensed pilot.



Richard A. Viguerie | Board Advisor

Richard A. Viguerie transformed American politics by pioneering the use of computerized direct marketing in political and ideological spheres. His innovative skills and groundbreaking marketing strategies helped build the conservative movement, which contributed to the election of Ronald Reagan, the first conservative president of the modern era. Viguerie motivated millions of Americans to participate in politics for the first time. He is our era's equivalent of Tom Paine, using a direct mail letter rather than a pamphlet to deliver his call to arms. In his latest book Takeover, he explains how the Republican Party lost key elections because it failed to roll back the tide of big government. Viguerie is the chairman of American Target Advertising, a 52-year-old direct marketing agency based in Northern Virginia. His firm's use of direct mail in politics continues to enable candidates and causes to raise money from millions of small contributors, rather than from a few "fat cats."



Mary Beth Weiss | Board Advisor

Hinsdale, IL. Entrepreneur and owner of Hawthorne Ranch in Carpentaria, CA. Mary Beth has played a substantial role in public policy at the Federal, State and Local levels for many years. She is on the Financial Advisory Board of Midwest Division of the Salvation Army. Married to Richard Weiss, they have extensive national and local networks in the non-profit, political, tea party, think tank, academic and conservative journalist communities across America.



Ryan Williams | Board Advisor

Ryan Williams is president of the Claremont Institute and publisher of the Claremont Review of Books. He has held positions at the Claremont Institute as Chief Operating Officer, Director of Programs, Director of Special Projects, Assistant Director of Programs, and Research Assistant. Mr. Williams has taught American politics and political philosophy as an adjunct professor at California State University, San Bernardino and Cal Poly Pomona. A 2004 Publius Fellow of the Claremont Institute, Mr. Williams holds a B.A. in Political Science and Economics from Hillsdale College and an M.A. in Politics from Claremont Graduate University.

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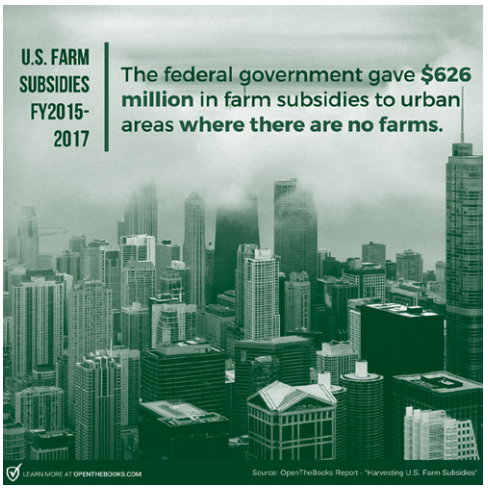
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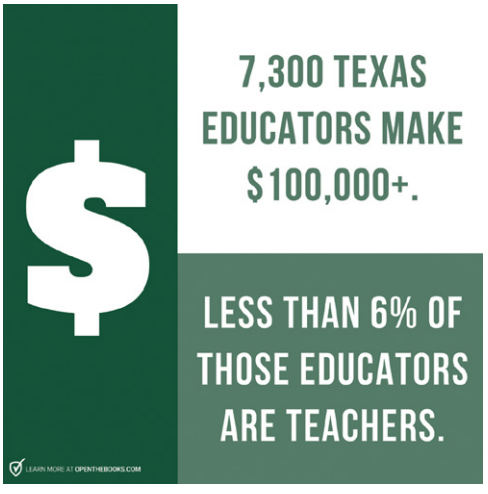
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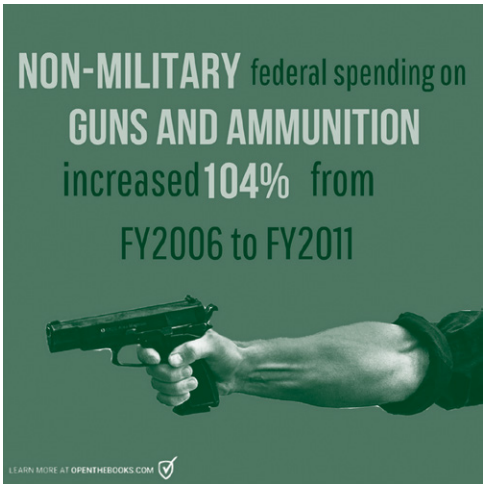
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