

OPEN THE BOOKS OVERSIGHT REPORT

# MAPPING THE SWAMP

A STUDY OF THE ADMINISTRATIVE STATE (FY2016)

"What we have to do is drain  
the swamp in Washington, D.C."  
— Rep. Nancy Pelosi (2006)

"It's hard, when you're up to your armpits in alligators,  
to remember you came here to drain the swamp."  
—President Ronald Reagan (1983)





## OPEN THE BOOKS

OPEN THE BOOKS OVERSIGHT REPORT

# MAPPING THE SWAMP

A STUDY OF THE ADMINISTRATIVE STATE (FY2016)

**PUBLISHED: DECEMBER 2017**

**By: Adam Andrzejewski** – Founder and CEO of OpenTheBooks.com

**Thomas W. Smith** – Chairman of OpenTheBooks.com

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

**Dr. Tom Coburn, Honorary Chairman of OpenTheBooks.com**

### **OUR REPORT MADE POSSIBLE BY:**

The “Federal Funding Accountability and Transparency Act of 2006”

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

**(Public Law 109-282, 109th Congress)**

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

– U.S. Sen. Tom Coburn

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

– U.S. Sen. Barack Obama

# PROLOGUE

In America today, the administrative state and our expansive federal workforce perform a critical and sometimes controversial role in our society. The center-left sees value in establishing federal programs to help the “little guy” through a wide-ranging and expert federal workforce. The center-right, on the other hand, argues elected officials have delegated too much power to the federal bureaucracy, which now poses a threat to individual liberty and private sector prosperity.

Modern Washington, D.C., which is a nexus between the federal bureaucracy, special interests and elected offices, has been nicknamed “The Swamp.” The slogan, “draining the swamp,” has a bipartisan [history](#). In 1983, President Ronald Reagan pledged to “drain the swamp.” In 2006, Senate Minority Leader Nancy Pelosi pledged to do the same. President Donald Trump [revived](#) the phrase during his campaign.

Our *OpenTheBooks Oversight Report – Mapping The Swamp, A Study of the Administrative State (FY2016)* reveals the size, scope, and power of the federal government President Trump inherited. We audited all publicly disclosed federal salaries and bonuses for fiscal year 2016.

We found 1.97 million civil service employees at a total cash cost of \$136 billion. When broken down, the federal government pays its disclosed workforce \$1.1 million per minute, \$65.6 million per hour, and more than half a billion dollars per day. After factoring in another 2 million undisclosed federal employees – at the Department of Defense and on active military duty – the cost would be much higher.

On average, federal employees receive [10 federal holidays](#), [13 sick days](#), and [20 vacation days](#) per year. We estimate these benefits cost taxpayers \$22.6 billion annually.

The number of highly compensated federal employees is growing. Between fiscal year 2010 and 2016, the number of federal employees making \$200,000 or more has increased by 165 percent. Our analysis showed that more than 406,000 federal employees earned six-figure incomes in 2016. Nearly 30,000 rank-and-file federal employees who received more than \$190,823 out-earned each of the 50 state governors.

The data offered many notable revelations. The federal workforce is made up of 579 job titles ranging from “Book Binding” to “Zoology.” There are more than 35,000 lawyers. However, just one third of those lawyers work at the Department of Justice. At the Department of Veterans Affairs (VA), there are 3,498 police officers at a total cost of \$172 million. Yet, when asked about corresponding crime statistics, the VA was unable to provide any information on the number of crimes or incidents. At Presidio Trust, a small federal agency in San Francisco, the director of human resources received the largest disclosed federal bonus of \$141,525. This director is in charge of [processing payroll](#) at the agency.

## This Report Raises Several Questions:

Should the federal government reassess its payroll priorities?

Is it necessary to maintain an expansive and costly bureaucracy?

Does a large and widespread federal workforce facilitate good government?

### Who We Are

American Transparency is a public charity. We do not accept government money. Our oversight reports present hard data without policy recommendations. Our goal is to enhance public discourse with delineated facts. Search our raw data using our interactive map, [click here](#).



# TABLE OF CONTENTS

<b>TOP 10 TAKEAWAYS</b> .....	<b>1</b>	<b>Chart:</b> Top Five Highest-Paid Federal Sports Specialists .....	<b>21</b>
<b>Chart:</b> Top 10 Federal Departments and Independent Agencies by Average Pay .....	<b>1</b>	<b>Case Study:</b> Cooks and Food Service .....	<b>21</b>
<b>SCOPE &amp; METHODOLOGY</b> .....	<b>2</b>	<b>Chart:</b> Top Five Highest-Paid Federal Cooks and Food Service Employees .....	<b>21</b>
<b>PART 1</b>		<b>Case Study:</b> Anthropology .....	<b>22</b>
<b>FEDERAL WORKFORCE COMPENSATION ACROSS AMERICA</b> .....	<b>3-5</b>	<b>Case Study:</b> Librarians .....	<b>22</b>
<b>Chart:</b> Employee Count and Total Compensation by State .....	<b>3</b>	<b>Case Study:</b> Archaeology .....	<b>22</b>
<b>Search by Zip Code</b> .....	<b>4</b>	<b>Case Study:</b> Diet and Nutrition .....	<b>23</b>
<b>Case Study:</b> California .....	<b>4</b>	<b>Chart:</b> Top Five Highest-Paid Diet and Nutrition Employees .....	<b>23</b>
<b>Case Study:</b> Texas .....	<b>4</b>	<b>PART 6</b>	
<b>Case Study:</b> Florida .....	<b>5</b>	<b>FEDERAL EMPLOYEES BY DEPARTMENT AND INDEPENDENT AGENCY</b> .....	<b>24-34</b>
<b>Case Study:</b> New York .....	<b>5</b>	<b>Chart:</b> Top 25 Departments and Independent Agencies by Employee Count .....	<b>24</b>
<b>PART 2</b>		<b>Chart:</b> Lesser Known Departments and Independent Agencies by Total Cash .....	<b>24</b>
<b>TOP-PAID FEDERAL EMPLOYEES</b> .....	<b>6-7</b>	<b>Case Study:</b> United States Postal Service (USPS) .....	<b>25</b>
<b>Graph:</b> Growth of the Highest-Paid Federal Employees .....	<b>6</b>	<b>Case Study:</b> Department of Veterans Affairs (VA) .....	<b>26</b>
<b>Chart:</b> Top 20 Departments and Independent Agencies Paying Six-Figure Salaries .....	<b>7</b>	<b>Case Study:</b> Department of Homeland Security (DHS) .....	<b>27</b>
<b>Chart:</b> Departments and Independent Agencies Paying \$100,000+ On Average .....	<b>7</b>	<b>Case Study:</b> Department of Justice (DOJ) .....	<b>28</b>
<b>PART 3</b>		<b>Case Study:</b> Department of Treasury .....	<b>29</b>
<b>BONUSES &amp; AWARDS</b> .....	<b>8-10</b>	<b>Case Study:</b> Department of Health and Human Services (HHS) .....	<b>30</b>
<b>Chart:</b> Top 10 Departments and Independent Agency Bonus Totals .....	<b>8</b>	<b>Case Study:</b> Environmental Protection Agency (EPA) .....	<b>31</b>
<b>Chart:</b> Federal Bonuses Banded by Size .....	<b>8</b>	<b>Case Study:</b> Department of Energy (DOE) .....	<b>32</b>
<b>Chart:</b> 25 Largest Federal Bonuses .....	<b>9</b>	<b>Case Study:</b> Department of State .....	<b>33</b>
<b>Case Study:</b> The Presidio Trust .....	<b>10</b>	<b>Case Study:</b> Department of Housing and Urban Development (HUD) .....	<b>34</b>
<b>PART 4</b>		<b>ABOUT AMERICAN TRANSPARENCY</b> .....	<b>35</b>
<b>TIME OFF &amp; BENEFITS</b> .....	<b>11</b>		
<b>PART 5</b>			
<b>FEDERAL EMPLOYEES BY JOB TITLE</b> .....	<b>12-23</b>		
<b>Chart:</b> Top 100 Job Titles Ranked by Total Cash Payout .....	<b>12-15</b>		
<b>Case Study:</b> Lawyers .....	<b>16</b>		
<b>Chart:</b> Lawyers in the Federal Government by Job Title .....	<b>16</b>		
<b>Case Study:</b> Interior Design .....	<b>16</b>		
<b>Chart:</b> Top Five Highest-Paid Federal Interior Design Employees .....	<b>16</b>		
<b>Case Study:</b> Medical Officers .....	<b>17</b>		
<b>Case Study:</b> Public Affairs and Marketing .....	<b>17</b>		
<b>Chart:</b> Growth of Federal Public Affairs and Marketing Employees .....	<b>17</b>		
<b>Chart:</b> Top Five Highest-Paid Public Affairs and Marketing Employees .....	<b>17</b>		
<b>Case Study:</b> Photographers .....	<b>18</b>		
<b>Chart:</b> Top Five Highest-Paid Federal Photographers .....	<b>18</b>		
<b>Case Study:</b> Landscaping and Gardening .....	<b>18</b>		
<b>Chart:</b> Top Five Highest-Paid Federal Landscaping and Gardening Employees .....	<b>18</b>		
<b>Case Study:</b> Engineers .....	<b>19</b>		
<b>Chart:</b> Engineers in the Federal Government by Job Title .....	<b>19</b>		
<b>Case Study:</b> Laundry .....	<b>19</b>		
<b>Chart:</b> Top Five Highest-Paid Federal Laundry Employees .....	<b>19</b>		
<b>Case Study:</b> Funeral Directors .....	<b>20</b>		
<b>Case Study:</b> Equal Employment Opportunity (EEO) .....	<b>20</b>		
<b>Case Study:</b> Entomology .....	<b>20</b>		
<b>Case Study:</b> Sports Specialist .....	<b>21</b>		

# TOP 10 TAKEAWAYS

1. **The federal government pays its disclosed workforce \$1 million per minute**, \$66 million per hour, and \$524 million per day. **In FY2016, the federal government disclosed 1.97 million employees at a cash compensation cost of \$136.3 billion.**
2. **Over a six-year period (FY2010-2016), the number of federal employees making \$200,000 or more has increased by 165 percent**; those making \$150,000 or more has grown by 60 percent; and those making more than \$100,000 has increased by 37 percent.
3. On average, **federal employees are given 10 federal holidays, 13 sick days, and 20 vacation days per year.** If each employee used 13 sick days and took 20 vacation days in addition to the 10 federal holidays, it would cost taxpayers an estimated **\$22.6 billion annually.**
4. **In FY2016, a total 406,960 employees made six-figure incomes – that’s roughly one in five disclosed federal employees.** Furthermore, 29,852 federal employees out-earned each of the 50 state governors receiving more than \$190,823.
5. **At 78 out of the 122 independent agencies and departments we studied, the average employee compensation exceeded \$100,000 in FY2016.**

AGENCY	AVERAGE PAY	EMPLOYEE COUNT	TOTAL CASH
SECURITIES AND EXCHANGE COMMISSION	\$178,630	4,664	\$833,130,784
FARM CREDIT SYSTEM INSURANCE CORPORATION	\$175,318	11	\$1,928,494
FEDERAL HOUSING FINANCE AGENCY	\$167,565	724	\$121,317,298
COMMODITY FUTURES TRADING COMMISSION	\$157,170	731	\$114,890,929
ARCTIC RESEARCH COMMISSION	\$150,440	10	\$1,504,397
MEDICARE PAYMENT ADVISORY COMMISSION	\$141,320	50	\$7,066,003
FEDERAL DEPOSIT INSURANCE CORPORATION	\$136,987	6,455	\$884,247,979
NATIONAL COUNCIL ON DISABILITY	\$133,860	18	\$2,409,480
MEDICAID & CHIP PAYMENT & ACCESS COMM	\$133,463	44	\$5,872,372
DEFENSE NUCLEAR FACILITIES SAFETY BOARD	\$132,360	112	\$14,824,330

SOURCE: U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

6. With 326 employees at a total cash compensation of \$28.8 million, we found a federal agency in San Francisco – **Presidio Trust – paid out three of the top four federal bonuses including the largest in the federal government in FY2016.** The biggest bonus went to an HR Manager [in charge of payroll](#) for \$141,525.
7. **Together, the United States Postal Service (USPS) and the Department of Veterans Affairs (VA) employ more than half of the disclosed federal workforce.** As the largest civilian employer within the federal government, the USPS employed 32 percent of all disclosed federal employees, totaling 621,523 people on payroll in FY2016. The VA employed the second most employees with 372,614 or 19 percent of the disclosed federal workforce.
8. **Only one-third of the 35,000 lawyers in the federal workforce work at the Department of Justice.** The entire staff of federal lawyers earned \$4.8 billion in FY2016.
9. **The Department of Veterans Affairs (VA) employed 3,498 police officers at a total cost of \$172 million in FY2016.** When asked about corresponding crime statistics, the VA was unable to provide any information on the number of crimes or incidents.
10. **There are an additional 2 million undisclosed employees at the Department of Defense and in the active military.** Their estimated cash compensation value, combined with **\$1 billion in undisclosed bonuses and \$125 billion in hidden pension data**, amounts to roughly \$221 billion in undisclosed federal cash compensation per year.

## SCOPE AND METHODOLOGY

Our [OpenTheBooks.com Oversight Report – Mapping the Swamp, A Study of the Administrative State \(FY2016\)](#) audited all publicly disclosed federal salaries and bonuses for fiscal year 2016. We found 1.97 million civil service employees at a total cash cost of \$136 billion. Our analysis utilized data provided by the [Office of Personnel Management](#) (OPM) and the United States Postal Service (USPS) via the Freedom of Information Act (FOIA).

This report does not give oversight to the 742,000 civilian employees at the [Department of Defense](#) or the 1.3 million men and women on active duty.

- The following agencies were excluded from the record of executive branch employees: Board of Governors of the Federal Reserve, Central Intelligence Agency (CIA), Defense Intelligence Agency, Foreign Service personnel at the State Department, National Geospatial-Intelligence Agency, National Security Agency, Office of the Director of National Intelligence, Office of the Vice President, Postal Regulatory Commission, Tennessee Valley Authority, White House Office, Foreign Nationals Overseas, Public Health Services Commissioned Officer Corps, and other non-appropriated fund employees.
- Legislative branch coverage is limited to the following: Dwight D. Eisenhower Memorial Commission, Financial Crisis Inquiry Commission, Government Printing Office, Medicare Payment Advisory Commission, Ronald Regan Centennial Commission, U.S.-China Economic and Security Review Commission, and the U.S. Commission on International Religious Freedom.
- Judicial branch coverage is limited to U.S. Tax Court.

Additionally, OPM claimed FOIA exemptions apply to roughly \$1 billion of federal bonuses due to governing union contracts that prohibit disclosure. USPS made a similar claim and, therefore, did not disclose any bonus information. Furthermore, all federal pension information is exempt from FOIA requests. For more information regarding the lack of pension disclosure, read our [Case for Federal Pension Transparency](#).

Out of nearly 2 million disclosed salary and award records, there were 314,890 redacted names, including all employees at the [Internal Revenue Service](#) (IRS), [Federal Bureau of Investigation](#) (FBI), [Secret Service](#), and more. Additionally, all salaries from the [Consumer Financial Protection Bureau](#) (CFPB) were redacted.

**PART 1**

# FEDERAL WORKFORCE COMPENSATION ACROSS AMERICA

Employees located in just 10 states received 41 percent (\$55.5 billion) of all federal workforce compensation while employees in Washington, D.C., claimed 11 percent (\$15 billion). However, when ‘the beltway’ is added into consideration, employees in the Washington metropolitan area received 15 percent (\$20.6 billion) of all federal compensation.

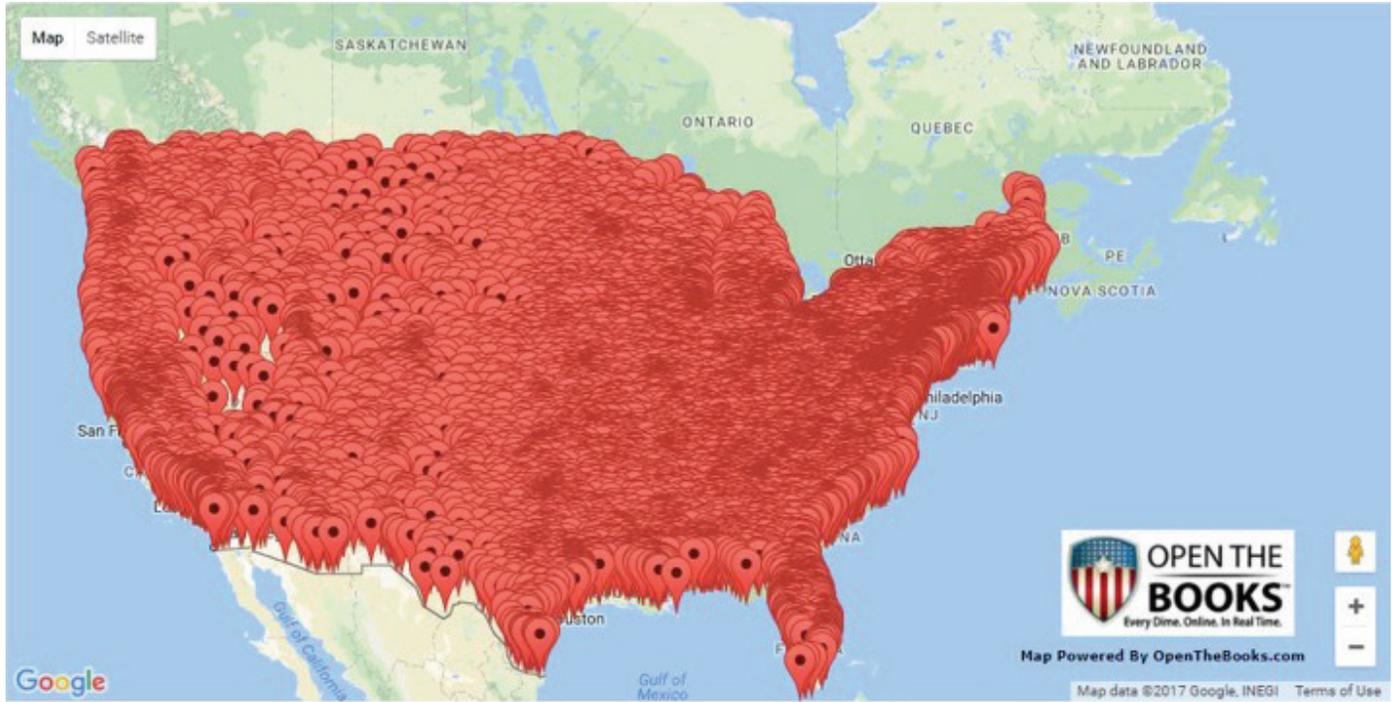
### Employee Count and Total Compensation by State (FY2016)

STATE	EMPLOYEE COUNT	TOTAL CASH	STATE	EMPLOYEE COUNT	TOTAL CASH
WASHINGTON D.C.	139,243	\$15,449,763,606	NEW MEXICO	18,866	\$1,201,571,219
CALIFORNIA	146,697	\$9,700,744,980	LOUISIANA	19,999	\$1,149,291,185
MARYLAND	99,943	\$9,679,427,886	UTAH	19,290	\$1,097,500,660
TEXAS	106,726	\$6,723,176,080	WEST VIRGINIA	16,712	\$1,079,614,848
NEW YORK	85,544	\$5,304,393,818	KENTUCKY	20,280	\$1,059,213,953
FLORIDA	82,124	\$5,084,551,247	SOUTH CAROLINA	18,527	\$1,012,014,072
VIRGINIA	60,754	\$5,018,985,721	KANSAS	15,492	\$857,501,272
GEORGIA	55,710	\$3,837,378,840	NEVADA	12,962	\$821,184,145
PENNSYLVANIA	64,605	\$3,780,469,503	ARKANSAS	14,995	\$818,308,168
ILLINOIS	57,713	\$3,616,562,060	CONNECTICUT	13,475	\$806,356,215
OHIO	47,516	\$2,813,647,725	IOWA	14,996	\$736,289,483
COLORADO	37,155	\$2,644,989,874	MISSISSIPPI	13,898	\$733,788,610
WASHINGTON	36,482	\$2,428,359,509	MONTANA	11,300	\$634,375,921
MISSOURI	41,814	\$2,410,129,723	IDAHO	10,781	\$588,119,226
NORTH CAROLINA	40,394	\$2,299,694,464	ALASKA	7,968	\$577,646,746
MASSACHUSETTS	34,395	\$2,235,697,579	NEBRASKA	10,311	\$543,933,942
MICHIGAN	37,237	\$2,031,833,937	SOUTH DAKOTA	9,104	\$509,301,684
ARIZONA	32,974	\$1,976,866,645	HAWAII	6,453	\$415,818,929
NEW JERSEY	32,393	\$1,898,879,318	NEW HAMPSHIRE	6,556	\$394,588,458
TENNESSEE	32,043	\$1,822,278,249	WYOMING	6,444	\$358,523,319
MINNESOTA	26,607	\$1,550,806,825	MAINE	6,593	\$333,032,093
OREGON	24,218	\$1,489,123,135	RHODE ISLAND	5,352	\$331,128,321
ALABAMA	23,297	\$1,348,958,543	NORTH DAKOTA	5,808	\$313,910,393
WISCONSIN	24,563	\$1,309,679,917	VERMONT	4,417	\$255,463,503
INDIANA	24,552	\$1,271,333,527	DELAWARE	3,701	\$203,758,097
OKLAHOMA	20,841	\$1,250,013,021	LOCATION WITHHELD	261,130	\$20,516,167,674

SOURCE: U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## Search by Zip Code – “Mapping the Swamp”

We mapped the money at OpenTheBooks.com (FY2016). [Search](#) the 1.97 million federal employees by ZIP code. Simply click a pin and scroll down to see the results rendered in the chart beneath the map.



### CASE STUDY California



In the Golden State, 146,697 disclosed federal employees earned a total of \$9.7 billion in FY2016. Of these federal workers, 24,238 earned six figures while, on average, each worker made \$66,127 annually. The United States Postal Service employs 65,356 of these employees, the Department of Veterans Affairs ranks second with 30,412, and the Department of Agriculture comes in third with 10,561.

#### Top Five Cities by Employee Count

Los Angeles	15,086
San Francisco	11,572
San Diego	9,509
Fresno	7,118
Long Beach	4,566

**CASE STUDY**  
**Texas**



The 106,726 federal employees located in the Lone Star state earned a total \$6.7 billion in FY2016 – \$62,994 on average per person. A total of 16,730 federal employees earned six-figure compensations. In Texas, the U.S. Postal Service employs the most federal employees, 41,635, while the Department of Veterans Affairs and the Department of the Treasury employ 26,520 and 7,251 workers respectively.

**Top Five Cities by Employee Count**

Houston	15,576
Dallas	14,681
Austin	8,898
Fort Worth	8,086
San Antonio	7,726

**CASE STUDY**  
**Florida**



The Sunshine State is home to 82,124 federal employees, who, on average, earned \$61,913 in FY2016. These federal workers collectively earned \$5.1 billion while 10,719 of them made six figures. The U.S. Postal Service employs the most federal employees – 34,406 – while the Department of Veterans Affairs employs 28,419 and the Social Security Administration employs 2,734.

**Top Five Cities by Employee Count**

Miami	9,425
Tampa	8,850
Orlando	7,043
Jacksonville	5,374
Gainesville	4,465

**CASE STUDY**  
**New York**



Federal employees are certainly making it big in New York. In total, 85,544 federal employees call the Empire State home. These employees collected \$5.3 billion last year, earning an average of \$62,007. Further, 11,001 earned six-figure compensation. The U.S. Postal Service employs 45,133 of these workers while the Department of Veterans Affairs claims 18,257 and the Department of Treasury employs 4,768.

**Top Five Cities by Employee Count**

New York	16,381
Buffalo	4,810
New York – Brooklyn	4,369
Syracuse	3,201
New York – Queens	3,191

PART 2

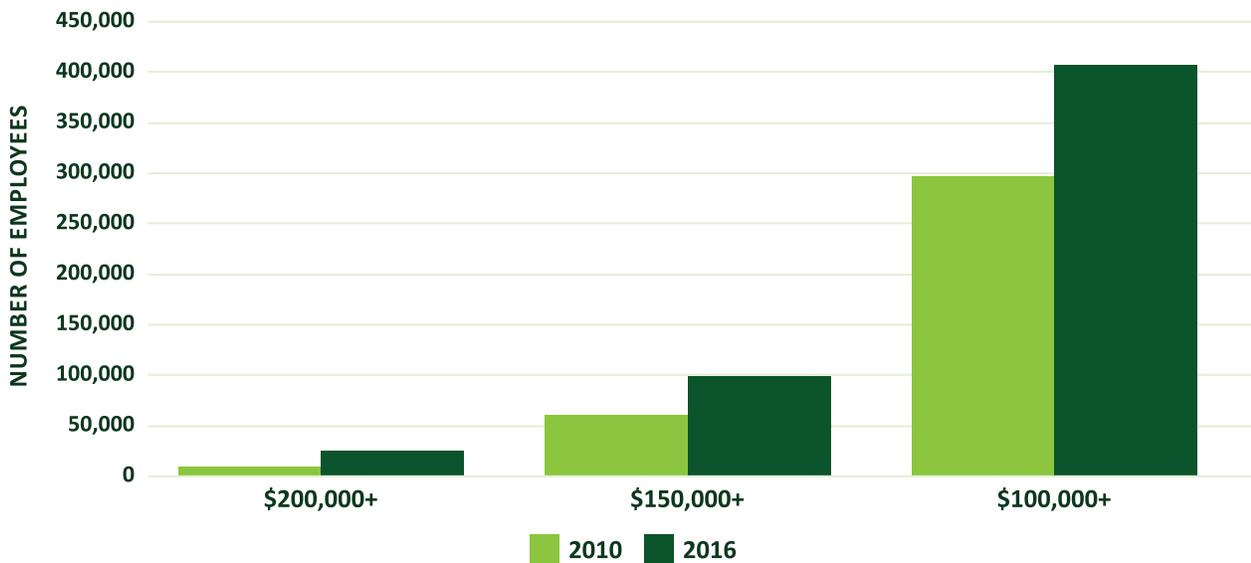
# TOP-PAID FEDERAL EMPLOYEES

There are now 29,852 federal employees who out-earn every governor of the 50 states, receiving more than \$190,823 each. Over a six-year period (FY2010-2016), the number of federal employees making \$200,000 or more has increased by 165 percent, those making \$150,000 or more has grown by 60 percent, and those making more than \$100,000 has increased by 37 percent.

Of the roughly 2 million disclosed federal employees, 406,960 made six figures in cash compensation in FY2016. Additionally, 24,799 federal employees earned \$200,000 or more while 3,154 made \$300,000 or more. The top-paid federal employee overall, Dr. David Harpole, made \$403,849 as a thoracic and cardiac surgeon for the Department of Veterans Affairs. This department employs more top earners than any other department or independent agency.



## Growth of the Highest-Paid Federal Employees (FY2010-2016)



SOURCE: U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

**Top 20 Departments and Independent Agencies Paying Six-Figure Salaries (FY2016)**

AGENCY	EMPLOYEE COUNT
DEPARTMENT OF VETERANS AFFAIRS	73,948
DEPARTMENT OF JUSTICE	40,699
DEPARTMENT OF HEALTH AND HUMAN SERVICES	39,269
DEPARTMENT OF HOMELAND SECURITY	37,607
DEPARTMENT OF TRANSPORTATION	33,143
DEPARTMENT OF TREASURY	28,774
DEPARTMENT OF COMMERCE	21,317
DEPARTMENT OF AGRICULTURE	13,778
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	12,867
DEPARTMENT OF INTERIOR	11,636
ENVIRONMENTAL PROTECTION AGENCY	11,344
SOCIAL SECURITY ADMINISTRATION	11,254
DEPARTMENT OF ENERGY	9,299
DEPARTMENT OF STATE	6,753
DEPARTMENT OF LABOR	5,781
GENERAL SERVICES ADMINISTRATION	5,468
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	4,605
FEDERAL DEPOSIT INSURANCE CORPORATION	4,500
SECURITIES AND EXCHANGE COMMISSION	4,329
UNITED STATES POSTAL SERVICE	3,104

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

**In raw figures, these departments and independent agencies employ more high earners than most. However, 78 bureaucracies exhibit high pay tendencies throughout their payrolls, showing an employee average of \$100,000 or more.**



**Departments and Independent Agencies Paying \$100,000+ on Average (FY2016)**

AGENCY	AVERAGE PAY
SECURITIES AND EXCHANGE COMMISSION	\$178,630
FARM CREDIT SYSTEM INSURANCE CORPORATION	\$175,318
FEDERAL HOUSING FINANCE AGENCY	\$167,565
COMMODITY FUTURES TRADING COMMISSION	\$157,170
ARCTIC RESEARCH COMMISSION	\$150,440
MEDICARE PAYMENT ADVISORY COMMISSION	\$141,320
FEDERAL DEPOSIT INSURANCE CORPORATION	\$136,987
NATIONAL COUNCIL ON DISABILITY	\$133,860
MEDICAID & CHIP PAYMENT & ACCESS COMMISSION	\$133,463
DEFENSE NUCLEAR FACILITIES SAFETY BOARD	\$132,360
OFFICE OF NATIONAL DRUG CONTROL POLICY	\$132,226
ARCHITECTURAL AND TRANSPORTATION BARRIERS COMPLIANCE BOARD	\$131,831
INTERNATIONAL JOINT COMMISSION: U.S. & CANADA	\$131,076
FEDERAL COMMUNICATIONS COMMISSION	\$130,178
APPALACHIAN REGIONAL COMMISSION	\$130,087
MILLENNIUM CHALLENGE CORPORATION	\$129,801
PRIVACY AND CIVIL LIBERTIES OVERSIGHT	\$129,701
MARINE MAMMAL COMMISSION	\$129,361
FARM CREDIT ADMINISTRATION	\$128,805
NUCLEAR WASTE TECHNICAL REVIEW BOARD	\$128,228

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## PART 3

## BONUSES &amp; AWARDS

In FY2016, the federal government awarded 330,713 bonuses worth \$350.7 million. Over a three-year span, the cash value of distributed bonuses has remained roughly the same, however, the number of disclosed federal bonuses has increased by 12 percent. On average, each bonus amounts to \$1,060. In total, 60 percent of all bonus dollars were distributed by just five departments.

### Top 10 Department and Independent Agency Bonus Totals (FY2016)

AGENCY	TOTAL BONUS VALUE
DEPARTMENT OF TRANSPORTATION	\$54,411,062
DEPARTMENT OF HOMELAND SECURITY	\$53,820,909
DEPARTMENT OF COMMERCE	\$52,599,041
DEPARTMENT OF JUSTICE	\$28,991,806
DEPARTMENT OF VETERANS AFFAIRS	\$22,071,653
ENVIRONMENTAL PROTECTION AGENCY	\$21,684,789
DEPARTMENT OF AGRICULTURE	\$18,748,358
SOCIAL SECURITY ADMINISTRATION	\$16,217,109
DEPARTMENT OF INTERIOR	\$14,614,789
DEPARTMENT OF HEALTH AND HUMAN SERVICES	\$12,060,664

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

Overall, there is a large disparity among bonus values on an individual basis. The highest disclosed bonus in the federal government came to \$141,525 while 324,491 (98 percent) of all bonuses were less than \$5,000.



### Federal Bonuses Banded by Size (FY2016)

BONUS BRACKET	NUMBER OF BONUSES	TOTAL BONUS VALUE
\$50,000 +	25	\$1,708,976
\$10,000 - \$49,999	677	\$11,569,904
\$5,000 - \$9,999	5,520	\$35,834,366
\$2,500 - \$4,999	24,950	\$83,110,302
\$1,000 - \$2,499	85,606	\$123,302,765
\$1 - \$999	213,935	\$95,213,877

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

**25 Largest Federal Bonuses (FY2016)**

NAME	AWARD	JOB TITLE	AGENCY
BART C FERRELL	\$141,525	HUMAN RESOURCES MANAGEMENT	PRESIDIO TRUST
WILLIAM H GERSTENMAIER	\$82,355	GENERAL ENGINEERING	NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
FRANCENE S GONEK	\$80,330	REALTY	PRESIDIO TRUST
MICHAEL L BOLAND	\$74,688	MISCELLANEOUS ADMINISTRATION AND PROGRAM	PRESIDIO TRUST
ROBERT B RAINES	\$64,785	PROGRAM MANAGEMENT	DEPARTMENT OF ENERGY
LAURA W CHEEVER	\$64,785	MEDICAL OFFICER	DEPARTMENT OF HEALTH AND HUMAN SERVICES
GREGORY J GOULD	\$64,785	PROGRAM MANAGEMENT	DEPARTMENT OF INTERIOR
MICHAEL R JOHNSON	\$64,785	GENERAL ENGINEERING	NUCLEAR REGULATORY COMMISSION
NAME WITHHELD BY OPM	\$64,785	NUCLEAR ENGINEERING	DEPARTMENT OF ENERGY
GIOVANNA M CHIEDI	\$64,785	MISCELLANEOUS ADMINISTRATION AND PROGRAM	DEPARTMENT OF HEALTH AND HUMAN SERVICES
JOAN E FERRINI-MUNDY	\$64,785	GENERAL EDUCATION AND TRAINING	NATIONAL SCIENCE FOUNDATION
NAME WITHHELD BY OPM	\$64,785	NUCLEAR ENGINEERING	DEPARTMENT OF ENERGY
WILLIAM H WERKHEISER	\$64,785	GENERAL PHYSICAL SCIENCE	DEPARTMENT OF INTERIOR
JOHN W DELISI	\$64,239	PROGRAM MANAGEMENT	NATIONAL TRANSPORTATION SAFETY BOARD
YE JUN NMN	\$64,155	PHYSICS	DEPARTMENT OF COMMERCE
WALTER E MUGDAN	\$64,155	GENERAL ENGINEERING	ENVIRONMENTAL PROTECTION AGENCY
ELIZABETH SOUTHERLAND	\$64,155	PROGRAM MANAGEMENT	ENVIRONMENTAL PROTECTION AGENCY
JOHN M BUTLER	\$64,155	CHEMISTRY	DEPARTMENT OF COMMERCE
NAME WITHHELD BY OPM	\$64,155	GENERAL INSPECTION, INVESTIGATION, ENFORCEMENT, AND COMPLIANCE SERIES	DEPARTMENT OF HOMELAND SECURITY
LISA M PHELAN	\$64,155	GENERAL ATTORNEY	DEPARTMENT OF JUSTICE
RICHARD JOSEPH GILBRECH	\$64,155	GENERAL ENGINEERING	NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
MICHAEL S GELBER	\$63,077	PROGRAM MANAGEMENT	GENERAL SERVICES ADMINISTRATION
JOSHUA E STEINBERGER	\$60,106	MANAGEMENT AND PROGRAM ANALYSIS	PRESIDIO TRUST
NAME WITHHELD BY OPM	\$58,261	CUSTOMS AND BORDER PROTECTION	DEPARTMENT OF HOMELAND SECURITY
TERI LYNN BRISTOL	\$52,245	PROGRAM MANAGEMENT	DEPARTMENT OF TRANSPORTATION

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## CASE STUDY The Presidio Trust

The Presidio Trust is a small federal agency created in 1996 to manage the San Francisco Presidio. According to its website, the Presidio is “[where San Francisco began](#). Once a premier Army post, today the Presidio is a national park unlike any you have experienced before.” Located at the south end of the Golden Gate Bridge, the Presidio holds property assets of over \$400 million that is rented at market rate to generate revenue.

Though the original creation of the agency was funded by taxpayer dollars, Presidio Trust became financially self-sufficient in 2013. Today the Presidio runs completely on a revenue-generated surplus.

Of the 326 employees at the agency, 221 employees (68 percent) received bonuses totaling \$577,022. A total of 48 employees received bonuses larger than the average federal bonus (\$1,060). Although it’s one of the smallest federal agencies included in our study, Presidio Trust paid out three of the four biggest bonuses in the federal government.

Bart Ferrell, the director of human resources, was the highest-paid employee at Presidio Trust, making \$326,525 in FY2016. He also received the largest bonus—\$141,525—in the entire federal government in FY2016. One of Ferrell’s job responsibilities is “[Payroll Processing](#).”

When asked about the department’s pattern of awarding large bonuses, a spokeswoman from Presidio Trust issued the following response:

*“We are competing for talent in the Bay Area job market. Given the very high cost of living in the Bay Area, and the tight labor market, we make payments in addition to regular salary for the following reasons: signing, performance, retention and departure.”*



**PART 4**

# TIME OFF & BENEFITS

Our estimated liability of federal employee time off – including holidays, vacation time, and sick days – amounts to \$22.55 billion.

To provide this calculation, we first assessed an estimated daily payout of the federal workforce: \$524.33 million. This number represents the \$136,326,147,870 paid out in FY2016 divided by the number of weeks (52), further divided by the amount of work days in a week (five), resulting in \$524.33 million per day.

Our estimated annual time-off liability is calculated by multiplying this daily value by 43 to yield \$22.55 billion. The number of days (43) is comprised of the total [sick days](#) (13) a federal employee has available annually, [federal holidays](#) (10), and the middle bracket of annual vacation time awarded to federal employees (20).

There are [three brackets](#) for earning vacation time: employees who have worked for fewer than three years receive 13 days of vacation annually, employees who have worked 3-15 years receive 20 vacation days, and employees who have worked 15 or more years receive 26 yearly vacation days. The employee’s roll-over vacation time account is limited to 30 days total. Therefore, it is possible for a federal worker to redeem 56 days of paid time-off in one year, or, in the case of retirement, receive the cash value of the remaining vacation days in a [lump-sum](#).

Overall, the federal government provides roughly [20 types of paid leave](#). Because most of these paid-leave options are used less frequently and on an individual basis, we have excluded them from our calculation.

The 13 sick days are available to all federal employees at any stage of employment with up to 12 weeks of sick leave available under grievous circumstances. Employees are allowed to accumulate an uncapped amount of sick leave over the course of their employment. These sick days can then be added, at a rate of 100 percent, to their annuity after retirement or death.

On top of all the time-off allowances provided to federal employees, dozens of other benefit [programs and policies](#) exist, including child-care subsidies, commuter subsidies, federal student loan repayment programs up to \$10,000 per year, retirement benefits, health insurance, life insurance, and telework.

---

**5 Days of Excused Absence for Employees Returning for Active Military Duty**

---

**Administrative Leave**

---

**Advanced Annual Leave**

---

**Advanced Sick Leave**

---

**Annual Leave**

---

**Bone-Marrow or Organ Donor Leave**

---

**Court Leave**

---

**Disabled Veteran Leave**

---

**Emergency Leave Transfer Program**

---

**Family and Medical Leave**

---

**Family and Medical Leave 26 Weeks to Care for a Covered Service Member**

---

**Family and Medical Leave Qualifying Exigency Leave**

---

**Funeral Leave and Other Bereavement Options**

---

**Military Leave**

---

**Sick Leave**

---

**Sick Leave for Adoption**

---

**Sick Leave for Family Care and Bereavement**

---

**Sick Leave to Care for a Family Member with a Serious Health Condition**

---

**Sick Leave for Personal Medical Needs**

---

## PART 5

## FEDERAL EMPLOYEES BY JOB TITLE

The disclosed federal workforce\* is characterized by 579 different job titles ranging from “Book Binding” to “Zoology.” Fields range from “Air Conditioning Equipment Operating” to “Wood Crafting.” Overall, the most populated position is “Nurse” while the costliest is “Medical Officer.”

## Top 100 Job Titles Ranked by Total Cash Payout (FY2016)

JOB TITLE	TOTAL CASH	EMPLOYEE COUNT	OVER \$100K	TOP PAY	CORRESPONDING AGENCY
MEDICAL OFFICER	\$7,034,498,569	32,743	31,236	\$403,849	DEPARTMENT OF VETERANS AFFAIRS
NURSE	\$6,331,803,854	74,132	16,402	\$205,300	DEPARTMENT OF VETERANS AFFAIRS
MISCELLANEOUS ADMINISTRATION AND PROGRAM	\$5,628,024,346	61,866	21,358	\$292,522	FARM CREDIT ADMINISTRATION
INFORMATION TECHNOLOGY MANAGEMENT	\$4,941,148,733	46,155	27,144	\$271,249	FEDERAL HOUSING FINANCE AGENCY
GENERAL ATTORNEY	\$4,647,322,662	34,140	28,122	\$282,928	FEDERAL HOUSING FINANCE AGENCY
MANAGEMENT AND PROGRAM ANALYSIS	\$4,573,360,580	44,694	23,544	\$248,520	FEDERAL DEPOSIT INSURANCE CORPORATION
CRIMINAL INVESTIGATION	\$4,316,556,703	40,991	26,672	\$245,619	FEDERAL DEPOSIT INSURANCE CORPORATION
GENERAL INSPECTION, INVESTIGATION, ENFORCEMENT, AND COMPLIANCE SERIES	\$2,970,421,248	34,594	8,190	\$249,255	DEPARTMENT OF HOMELAND SECURITY
AIR TRAFFIC CONTROL	\$2,363,875,718	18,835	13,674	\$198,979	DEPARTMENT OF TRANSPORTATION
SOCIAL INSURANCE ADMINISTRATION	\$2,255,477,144	28,712	2,961	\$185,100	SOCIAL SECURITY ADMINISTRATION
COMPLIANCE INSPECTION AND SUPPORT	\$2,204,824,737	51,672	2	\$118,472	DEPARTMENT OF HOMELAND SECURITY
CUSTOMS AND BORDER PROTECTION	\$1,930,007,294	22,809	2,485	\$224,720	DEPARTMENT OF HOMELAND SECURITY
MISCELLANEOUS CLERK AND ASSISTANT	\$1,732,132,723	40,149	143	\$165,428	DEPARTMENT OF ENERGY
BORDER PATROL ENFORCEMENT SERIES	\$1,643,962,516	19,749	1,549	\$185,100	DEPARTMENT OF HOMELAND SECURITY
GENERAL NATURAL RESOURCES MANAGEMENT AND BIOLOGICAL SCIENCES	\$1,590,166,956	17,118	5,593	\$270,000	DEPARTMENT OF HEALTH AND HUMAN SERVICES
HUMAN RESOURCES MANAGEMENT	\$1,457,904,175	15,717	5,837	\$326,525	PRESIDIO TRUST
PROGRAM MANAGEMENT	\$1,368,244,115	9,916	8,373	\$325,000	PRESIDIO TRUST
GENERAL HEALTH SCIENCE	\$1,362,569,391	14,014	6,378	\$272,110	DEPARTMENT OF HEALTH AND HUMAN SERVICES
GENERAL BUSINESS AND INDUSTRY	\$1,359,842,001	14,840	5,907	\$275,182	FARM CREDIT SYSTEM INSURANCE CORPORATION

JOB TITLE	TOTAL CASH	EMPLOYEE COUNT	OVER \$100K	TOP PAY	CORRESPONDING AGENCY
CONTACT REPRESENTATIVE	\$1,325,199,086	26,497	33	\$127,483	SOCIAL SECURITY ADMINISTRATION
CONTRACTING	\$1,243,212,857	12,721	5,530	\$233,556	FEDERAL DEPOSIT INSURANCE CORPORATION
GENERAL ENGINEERING	\$1,227,095,862	9,656	7,852	\$320,055	NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
PHARMACIST	\$1,160,283,718	10,143	8,640	\$225,000	DEPARTMENT OF HEALTH AND HUMAN SERVICES
FINANCIAL ADMINISTRATION AND PROGRAM	\$1,126,892,900	12,581	4,077	\$275,000	FEDERAL DEPOSIT INSURANCE CORPORATION
SOCIAL WORK	\$1,077,456,648	14,644	638	\$155,500	DEPARTMENT OF JUSTICE
INTERNAL REVENUE AGENT	\$1,068,589,745	10,400	6,247	\$168,700	DEPARTMENT OF TREASURY
CORRECTIONAL OFFICER	\$1,042,880,674	18,700	23	\$171,396	DEPARTMENT OF EDUCATION
PATENT EXAMINING	\$1,039,469,644	8,797	6,340	\$177,502	DEPARTMENT OF COMMERCE
ACCOUNTING	\$899,650,347	8,108	4,241	\$273,563	FEDERAL HOUSING FINANCE AGENCY
MEDICAL SUPPORT ASSISTANCE	\$894,030,151	22,184	-	\$84,400	DEPARTMENT OF VETERANS AFFAIRS
VETERANS CLAIMS EXAMINING	\$843,005,952	12,051	602	\$160,187	DEPARTMENT OF VETERANS AFFAIRS
FINANCIAL INSTITUTION EXAMINING	\$729,511,486	6,062	3,670	\$282,928	FEDERAL HOUSING FINANCE AGENCY
PRACTICAL NURSE	\$725,869,915	15,354	-	\$73,864	DEPARTMENT OF VETERANS AFFAIRS
PSYCHOLOGY	\$716,037,697	7,823	3,758	\$253,650	DEPARTMENT OF HEALTH AND HUMAN SERVICES
TRANSPORTATION SPECIALIST	\$701,206,647	7,152	3,224	\$187,305	DEPARTMENT OF TRANSPORTATION
SOCIAL SCIENCE	\$681,869,058	8,113	1,583	\$221,321	DEPARTMENT OF HEALTH AND HUMAN SERVICES
INTELLIGENCE	\$661,031,024	6,407	3,550	\$213,816	DEPARTMENT OF JUSTICE
FORESTRY TECHNICIAN	\$657,070,657	16,711	3	\$107,833	DEPARTMENT OF INTERIOR
GENERAL PHYSICAL SCIENCE	\$650,197,440	5,513	4,031	\$249,885	DEPARTMENT OF INTERIOR
AEROSPACE ENGINEERING	\$641,022,784	5,079	4,316	\$189,759	DEPARTMENT OF TRANSPORTATION
BUDGET ANALYSIS	\$611,348,164	6,298	2,817	\$232,879	SECURITIES AND EXCHANGE COMMISSION
ADMINISTRATIVE OFFICER	\$607,012,615	7,088	1,829	\$218,654	DEPARTMENT OF TREASURY
SECURITY ADMINISTRATION	\$576,519,344	6,008	2,565	\$231,746	NATIONAL CREDIT UNION ADMINISTRATION
AUDITING	\$557,713,645	5,252	3,040	\$265,000	FEDERAL DEPOSIT INSURANCE CORPORATION
ECONOMIST	\$509,041,782	4,379	2,881	\$265,000	FEDERAL DEPOSIT INSURANCE CORPORATION
TAX EXAMINING	\$507,973,705	10,486	-	\$95,577	DEPARTMENT OF TREASURY
SECRETARY	\$492,527,489	9,450	17	\$132,787	DEPARTMENT OF TREASURY

JOB TITLE	TOTAL CASH	EMPLOYEE COUNT	OVER \$100K	TOP PAY	CORRESPONDING AGENCY
NURSING ASSISTANT	\$490,664,733	13,085	-	\$56,345	DEPARTMENT OF VETERANS AFFAIRS
AVIATION SAFETY	\$488,375,156	4,296	3,131	\$187,800	DEPARTMENT OF TRANSPORTATION
CHEMISTRY	\$471,924,484	4,242	2,612	\$270,000	DEPARTMENT OF HEALTH AND HUMAN SERVICES
HEALTH AID AND TECHNICIAN	\$442,489,432	10,115	1	\$119,794	DEPARTMENT OF HEALTH AND HUMAN SERVICES
POLICE	\$419,071,398	6,658	443	\$167,350	DEPARTMENT OF TREASURY
CUSTODIAL WORKING	\$417,436,368	12,596	-	\$83,313	DEPARTMENT OF VETERANS AFFAIRS
PARALEGAL SPECIALIST	\$404,762,481	5,018	782	\$171,325	DEPARTMENT OF HEALTH AND HUMAN SERVICES
PUBLIC HEALTH PROGRAM SPECIALIST	\$398,968,692	3,866	2,337	\$212,000	DEPARTMENT OF HEALTH AND HUMAN SERVICES
ENVIRONMENTAL PROTECTION SPECIALIST	\$389,298,280	3,496	2,372	\$185,100	DEPARTMENT OF ENERGY
CIVIL ENGINEERING	\$381,920,856	3,977	1,528	\$183,846	DEPARTMENT OF COMMERCE
MAINTENANCE MECHANIC	\$380,113,667	7,073	7	\$114,738	DEPARTMENT OF JUSTICE
LEGAL ASSISTANCE	\$370,787,405	6,982	1	\$143,543	PRESIDIO TRUST
PUBLIC AFFAIRS	\$357,154,796	3,510	1,751	\$229,333	FEDERAL DEPOSIT INSURANCE CORPORATION
MEDICAL TECHNOLOGIST	\$352,647,707	5,041	242	\$153,606	DEPARTMENT OF VETERANS AFFAIRS
LOAN SPECIALIST	\$348,211,450	4,490	481	\$177,104	DEPARTMENT OF AGRICULTURE
CONSUMER SAFETY	\$339,473,037	3,499	1,590	\$247,276	DEPARTMENT OF HEALTH AND HUMAN SERVICES
FOREIGN AFFAIRS	\$324,888,316	2,787	2,073	\$199,700	DEPARTMENT OF STATE
STATISTICS	\$319,973,766	3,166	1,582	\$238,499	DEPARTMENT OF HEALTH AND HUMAN SERVICES
EMERGENCY MANAGEMENT SPECIALIST	\$317,857,138	3,519	1,163	\$225,360	DEPARTMENT OF HEALTH AND HUMAN SERVICES
ELECTRONICS ENGINEERING	\$316,992,868	2,554	2,126	\$204,140	NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
HEALTH INSURANCE ADMINISTRATION	\$315,434,980	2,891	1,967	\$161,700	DEPARTMENT OF HEALTH AND HUMAN SERVICES
GENERAL LEGAL AND KINDRED ADMINISTRATION	\$314,432,245	5,356	87	\$163,779	DEPARTMENT OF VETERANS AFFAIRS
DENTAL OFFICER	\$313,484,764	1,926	1,514	\$337,925	DEPARTMENT OF HEALTH AND HUMAN SERVICES
PARK RANGER	\$311,058,692	5,349	367	\$185,100	DEPARTMENT OF INTERIOR
BIOLOGICAL SCIENCE TECHNICIAN	\$310,235,419	7,794	3	\$110,256	ENVIRONMENTAL PROTECTION AGENCY
ADMINISTRATIVE LAW JUDGE	\$299,963,719	1,864	1,862	\$184,799	DEPARTMENT OF HEALTH AND HUMAN SERVICES
INTERNAL REVENUE OFFICER	\$299,080,258	3,589	748	\$160,300	DEPARTMENT OF TREASURY
SOIL CONSERVATION	\$298,674,547	4,161	187	\$160,300	DEPARTMENT OF AGRICULTURE

JOB TITLE	TOTAL CASH	EMPLOYEE COUNT	OVER \$100K	TOP PAY	CORRESPONDING AGENCY
PHYSICIAN ASSISTANT	\$279,673,589	2,912	1,563	\$153,606	DEPARTMENT OF VETERANS AFFAIRS
HEARINGS AND APPEALS	\$275,622,562	2,679	1,423	\$170,400	DEPARTMENT OF HEALTH AND HUMAN SERVICES
GENERAL ARTS AND INFORMATION	\$271,753,698	3,128	1,117	\$185,100	DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIAGNOSTIC RADIOLOGIC TECHNOLOGIST	\$270,589,162	4,368	36	\$129,170	DEPARTMENT OF VETERANS AFFAIRS
METEOROLOGY	\$264,819,081	2,594	1,392	\$185,975	DEPARTMENT OF TRANSPORTATION
ENGINEERING TECHNICAL	\$249,539,212	3,528	301	\$163,035	SECURITIES AND EXCHANGE COMMISSION
HEALTH SYSTEM SPECIALIST	\$240,849,956	2,653	882	\$185,100	DEPARTMENT OF VETERANS AFFAIRS
FINANCIAL CLERICAL AND ASSISTANCE	\$239,240,542	5,154	6	\$137,926	NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
CONSUMER SAFETY INSPECTION	\$227,478,123	3,834	-	\$91,433	DEPARTMENT OF HEALTH AND HUMAN SERVICES
ENVIRONMENTAL ENGINEERING	\$226,795,119	2,049	1,513	\$204,000	ENVIRONMENTAL PROTECTION AGENCY
VETERINARY MEDICAL SCIENCE	\$225,164,756	2,267	883	\$219,629	DEPARTMENT OF HEALTH AND HUMAN SERVICES
SAFETY AND OCCUPATIONAL HEALTH MANAGEMENT	\$224,854,338	2,493	757	\$222,782	FEDERAL DEPOSIT INSURANCE CORPORATION
MICROBIOLOGY	\$223,883,769	2,107	1,113	\$255,000	DEPARTMENT OF HEALTH AND HUMAN SERVICES
FOOD SERVICE WORKING	\$221,246,886	6,923	-	\$80,621	DEPARTMENT OF VETERANS AFFAIRS
TELECOMMUNICATIONS	\$213,534,394	2,209	967	\$231,656	DEPARTMENT OF TREASURY
PHARMACY TECHNICIAN	\$211,776,156	4,930	-	\$67,227	DEPARTMENT OF VETERANS AFFAIRS
ELECTRONICS TECHNICAL	\$210,043,428	2,540	469	\$164,555	BROADCASTING BOARD OF GOVERNORS
HYDROLOGY	\$201,162,126	2,135	814	\$185,100	DEPARTMENT OF AGRICULTURE
FISH BIOLOGY	\$200,468,912	2,228	686	\$185,100	DEPARTMENT OF INTERIOR
GRANTS MANAGEMENT	\$193,715,548	1,974	925	\$177,950	DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIETITIAN AND NUTRITIONIST	\$190,105,224	2,573	251	\$207,060	DEPARTMENT OF HEALTH AND HUMAN SERVICES
MEDICAL INSTRUMENT TECHNICIAN	\$185,294,046	3,256	9	\$136,435	DEPARTMENT OF VETERANS AFFAIRS
MANAGEMENT AND PROGRAM CLERICAL AND ASSISTANCE	\$184,719,697	3,625	2	\$104,433	DEPARTMENT OF LABOR
REALTY	\$183,519,747	2,107	586	\$279,830	PRESIDIO TRUST
PHYSICAL THERAPIST	\$180,853,089	2,177	193	\$160,300	DEPARTMENT OF VETERANS AFFAIRS

SOURCE: U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT. \*JOB TITLES FROM THE U.S. POSTAL SERVICE (USPS) ARE EXCLUDED FROM THE CHART AND ANALYSIS DUE TO THE INACCURATE DATA AND INCONSISTENCIES PROVIDED TO OPENTHEBOOKS.COM.

## CASE STUDY

### Lawyers

**TOTAL CASH:** \$4.79 BILLION | **TOTAL EMPLOYEES:** 35,212 | **AVERAGE COMPENSATION:** \$136,006

**TOP ENTITIES:**  
**DEPARTMENT OF JUSTICE (11,161), SOCIAL SECURITY ADMINISTRATION (3,655),  
 DEPARTMENT OF TREASURY (2,529)**

Of the 35,212 attorneys in the federal government, 1,361 make \$200,000 or more. Five of the top 10 highest-paid attorneys work for the [Federal Housing Finance Agency](#). The [Department of Justice](#) employs 32 percent of all disclosed lawyers in the federal government.

#### Lawyers in the Federal Government by Job Title (FY2016)

JOB TITLE	EMPLOYEE COUNT	SUM OF PAY
GENERAL ATTORNEY	34,140	\$4,647,322,662
PATENT ATTORNEY	413	\$70,736,049
TAX LAW SPECIALIST	474	\$47,246,352
ATTORNEY	169	\$22,325,821
HONOR PROGRAM ATTORNEY	16	\$1,433,467

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## CASE STUDY

### Interior Design

**TOTAL CASH:** \$22.08 MILLION | **TOTAL EMPLOYEES:** 270 | **AVERAGE COMPENSATION:** \$81,762

**TOP ENTITIES:**  
**DEPARTMENT OF VETERANS AFFAIRS (171), GENERAL SERVICES ADMINISTRATION (42),  
 DEPARTMENT OF STATE (24)**

The Department of State displayed the most egregious trends in regards to interior designers, doling out - on average - \$122,093 to each of its 24 interior designers. The highest-paid interior design employees, however, worked for the Department of Treasury, earning \$132,438, on average. In all, the federal government paid 40 interior designers more than \$100,000 each.

#### Top Five Highest-Paid Federal Public Affairs and Marketing Employees (FY2016)

NAME	TOTAL CASH	JOB TITLE	AGENCY
ERIN SMITH GARWOOD	\$152,687	INTERIOR DESIGN	DEPARTMENT OF TREASURY
LAURA L ROGERS	\$145,162	INTERIOR DESIGN	DEPARTMENT OF STATE
SHARON THERESE KROSZKEWICZ	\$145,162	INTERIOR DESIGN	DEPARTMENT OF STATE
LORI G KNEE	\$141,555	INTERIOR DESIGN	DEPARTMENT OF STATE
ELISE K SCHOLAR	\$141,555	INTERIOR DESIGN	DEPARTMENT OF STATE

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## CASE STUDY Medical Officers

**TOTAL CASH:** \$7.03 BILLION | **TOTAL EMPLOYEES:** 32,743 | **AVERAGE COMPENSATION:** \$214,839

**TOP ENTITIES:**  
DEPARTMENT OF VETERANS AFFAIRS (26,382), DEPARTMENT OF HEALTH AND HUMAN SERVICES (5,989), DEPARTMENT OF JUSTICE (217)

While 81 percent of all federal medical officers worked at the Department of Veterans Affairs, the remaining medical officers were employed across 18 different departments and independent agencies including the Office of Personnel Management, the Social Security Administration, the Environmental Protection Agency, and the Department of Energy. To see further analysis on Medical Officers and other physicians, see the case study on the Department of Veterans Affairs on page 26.

## CASE STUDY Public Affairs and Marketing

**TOTAL CASH:** \$368.41 MILLION | **TOTAL EMPLOYEES:** 3,618 | **AVERAGE COMPENSATION:** \$101,827

**TOP ENTITIES:**  
DEPARTMENT OF AGRICULTURE (544), DEPARTMENT OF INTERIOR (357), DEPARTMENT OF HEALTH AND HUMAN SERVICES (316)

Public relations and marketing employees are widespread throughout the federal government – 70 departments and independent agencies employ workers in this field. Roughly half of these employees – 1,807 – made six-figure salaries. For more information, read our [OpenTheBooks Oversight Report: The Department of Self-Promotion](#).

### Growth of Federal Public Affairs and Marketing Employees (FY2012-2016)

YEAR	EMPLOYEE COUNT	TOTAL PAY	NUMBER OVER \$100K
2012	3,340	\$329 MILLION	1,501
2013	3,452	\$339 MILLION	1,547
2014	3,438	\$337 MILLION	1,558
2015	3,458	\$343 MILLION	1,600
2016	3,618	\$368 MILLION	1,807

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

### Top Five Highest-Paid Federal Public Affairs and Marketing Employees (FY2016)

NAME	TOTAL CASH	JOB TITLE	AGENCY
JAMES P COCHRANE	\$250,335	CHIEF MARKETING AND SALES OFFICER	UNITED STATES POSTAL SERVICE
STEPHEN J KATSANOS	\$229,333	PUBLIC AFFAIRS	FEDERAL DEPOSIT INSURANCE CORPORATION
TITUS S SIMMONS	\$215,428	PUBLIC AFFAIRS	FEDERAL DEPOSIT INSURANCE CORPORATION
CHRISTINE D QUINN	\$208,982	PUBLIC AFFAIRS	FARM CREDIT ADMINISTRATION
JOSEPH ADAMOLI	\$197,924	PUBLIC AFFAIRS	DEPARTMENT OF TREASURY

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## CASE STUDY Photography

**TOTAL CASH:** \$19.71 MILLION | **TOTAL EMPLOYEES:** 246 | **AVERAGE COMPENSATION:** \$80,125

**TOP ENTITIES:**  
DEPARTMENT OF JUSTICE (97), DEPARTMENT OF VETERANS AFFAIRS (60),  
AND SMITHSONIAN INSTITUTION (21)

Employees in “Photography” and “Offset Photography” worked in a wide variety of departments and independent agencies, receiving an average compensation of \$80,125. Three of the top five most highly compensated photographers worked in the Federal Bureau of Investigation (FBI) – a division of the Department of Justice – with their names redacted. In total, 37 photographers received compensation greater than \$100,000.

### Top Five Highest-Paid Federal Photographers (FY2016)

NAME	TOTAL CASH	JOB TITLE	AGENCY
NAME WITHHELD BY AGENCY	\$157,971	PHOTOGRAPHY	DEPARTMENT OF JUSTICE
NAME WITHHELD BY AGENCY	\$138,691	PHOTOGRAPHY	DEPARTMENT OF JUSTICE
NAME WITHHELD BY AGENCY	\$136,546	PHOTOGRAPHY	DEPARTMENT OF HOMELAND SECURITY
LORENE R EMERSON	\$126,244	PHOTOGRAPHY	SMITHSONIAN INSTITUTION
NAME WITHHELD BY AGENCY	\$124,171	PHOTOGRAPHY	DEPARTMENT OF JUSTICE

SOURCE: U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## CASE STUDY Landscaping and Gardening

**TOTAL CASH:** \$44.13 MILLION | **TOTAL EMPLOYEES:** 650 | **AVERAGE COMPENSATION:** \$67,891

**TOP ENTITIES:**  
DEPARTMENT OF INTERIOR (269), DEPARTMENT OF VETERANS AFFAIRS (180),  
DEPARTMENT OF AGRICULTURE (109)

This classification includes two job titles: “Landscape Architecture” and “Gardening.” Average compensation for a “Landscape Architecture” employee was \$90,993 – these positions are typically held by degreed professionals with credentials in planning and designing landscapes. Gardeners, however, received \$51,268 on average. Ten departments and independent agencies hired landscaping and gardening workers. A total 75 landscape architects earned more than \$100,000 each in FY2016.

### Top Five Highest-Paid Federal Landscaping and Gardening Employees (FY2016)

NAME	TOTAL CASH	JOB TITLE	AGENCY
ROBERT E SNIECKUS	\$160,300	LANDSCAPE ARCHITECTURE	DEPARTMENT OF AGRICULTURE
ANDREW R LAMENDOLA	\$142,153	LANDSCAPE ARCHITECTURE	DEPARTMENT OF VETERANS AFFAIRS
CHRISTIAN D GABRIEL	\$141,555	LANDSCAPE ARCHITECTURE	GENERAL SERVICES ADMINISTRATION
ALAIN C DEVERGIE	\$141,555	LANDSCAPE ARCHITECTURE	DEPARTMENT OF STATE
TODD D ALEXANDER	\$140,957	LANDSCAPE ARCHITECTURE	DEPARTMENT OF INTERIOR

SOURCE: U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## CASE STUDY Engineers

**TOTAL CASH:** \$4.04 BILLION | **TOTAL EMPLOYEES:** 37,136 | **AVERAGE COMPENSATION:** \$108,768

**TOP ENTITIES:**  
**NATIONAL AERONAUTICS AND SPACE ADMINISTRATION (10,221),**  
**DEPARTMENT OF TRANSPORTATION (5,447), DEPARTMENT OF INTERIOR (3,351)**

In the U.S. Postal Service (USPS) alone there are 818 engineers earning a combined \$67.8 million. Additionally, \$414,082 went to engineers in the Office of Navajo and Hopi Indian Relocation. Some of the more curious job titles in the engineering sector include “Bus Systems Engineer,” “Fire Protection Engineering,” “Human Factors Engineering,” and “Stationary Engineer.”

Positions in the engineering category range from highly paid “Nuclear Engineers” to novice “Unlicensed Junior Engineers.”

### Engineers in the Federal Government by Job Title (FY2016)

JOB TITLE	EMPLOYEE COUNT	TOTAL CASH
GENERAL ENGINEERING	9,656	\$1,227,095,862
AEROSPACE ENGINEERING	5,079	\$641,022,784
CIVIL ENGINEERING	3,977	\$381,920,856
ELECTRONICS ENGINEERING	2,554	\$316,992,868
ENGINEERING TECHNICAL	3,528	\$249,539,212

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## CASE STUDY Laundry

**TOTAL CASH:** \$38.79 MILLION | **TOTAL EMPLOYEES:** 1,052 | **AVERAGE COMPENSATION:** \$36,874

**TOP ENTITIES:**  
**DEPARTMENT OF VETERANS AFFAIRS (971), DEPARTMENT OF JUSTICE (77),**  
**DEPARTMENT OF HEALTH AND HUMAN SERVICES (2)**

This field includes all workers employed in “Laundry Machine Operating,” “Laundry Operations Services,” “Laundry Working,” and “Miscellaneous Laundry, Dry Cleaning, and Pressing.” The Department of Veterans Affairs employs 92 percent of federal laundry workers for \$33.9 million. Still, \$4.8 million in laundry workers’ compensation went to employees in four other departments.

### Top Five Highest-Paid Federal Laundry Employees (FY2016)

NAME	TOTAL CASH	JOB TITLE	AGENCY
LISA L DELAPORTE	\$101,694	LAUNDRY OPERATIONS SERVICES	DEPARTMENT OF VETERANS AFFAIRS
DAVID LEE SANCHEZ	\$100,550	LAUNDRY OPERATIONS SERVICES	DEPARTMENT OF VETERANS AFFAIRS
GEORGE F KERR	\$98,590	LAUNDRY OPERATIONS SERVICES	DEPARTMENT OF VETERANS AFFAIRS
WILLIAM J WALKER	\$85,519	LAUNDRY OPERATIONS SERVICES	DEPARTMENT OF VETERANS AFFAIRS
JOHN D MCGUIRE	\$81,532	LAUNDRY OPERATIONS SERVICES	DEPARTMENT OF VETERANS AFFAIRS

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## CASE STUDY Funeral Directors

<b>TOTAL CASH:</b> \$19.49 MILLION	<b>TOTAL EMPLOYEES:</b> 268	<b>AVERAGE COMPENSATION:</b> \$72,730
---------------------------------------	--------------------------------	--

**TOP ENTITIES:**  
**DEPARTMENT OF HEALTH AND HUMAN SERVICES**

All federally employed funeral directors work in the Office of the Secretary of Health and Human Services (HHS). The average compensation for a federal funeral director was \$72,730. These 268 funeral directors were spread across 47 states and the U.S. Virgin Islands. The two highest-paid funeral directors – one in Missouri and one in Vermont – each made just over \$99,000 in FY2016. A spokesman for HHS confirmed that 187 of these funeral directors work with the Disaster Mortuary Operational Response Team (DMORT) on a temporary basis. These individuals are activated in times of need, and they are paid only for that active time.

## CASE STUDY Equal Employment Opportunity (EEO)

<b>TOTAL CASH:</b> \$389.01 MILLION	<b>TOTAL EMPLOYEES:</b> 4,104	<b>AVERAGE COMPENSATION:</b> \$94,778
--	----------------------------------	--

**TOP ENTITIES:**  
**EQUAL OPPORTUNITY EMPLOYMENT COMMISSION (841), DEPARTMENT OF LABOR (478),  
DEPARTMENT OF VETERANS AFFAIRS (437)**

Of all employees in this field, 38 percent (1,544 employees) earned more than \$100,000 each. The highest-paid employee in this field, Michael Moran, earned \$224,514 at the Federal Deposit Insurance Corporation (FDIC). A total of 13 departments and independent agencies hired over 100 Equal Opportunity Compliance staffers.

## CASE STUDY Entomology

<b>TOTAL CASH:</b> \$53.87 MILLION	<b>TOTAL EMPLOYEES:</b> 570	<b>AVERAGE COMPENSATION:</b> \$94,508
---------------------------------------	--------------------------------	--

**TOP ENTITIES:**  
**DEPARTMENT OF AGRICULTURE (499), DEPARTMENT OF HEALTH AND HUMAN SERVICES (35),  
ENVIRONMENTAL PROTECTION AGENCY (20)**

Entomology is a branch of zoology specifically concerned with the study of insects. Workers in this discipline are employed at seven different federal departments and independent agencies. The highest-paid entomologist, Charles Beard, works at the Department of Health and Human Services at the Centers for Disease Control and Prevention making \$196,950 a year. In total, 45 percent of entomologists made more than \$100,000 each in FY2016.

## CASE STUDY Sports Specialists

**TOTAL CASH:** \$16.87 MILLION | **TOTAL EMPLOYEES:** 271 | **AVERAGE COMPENSATION:** \$62,249

**TOP ENTITIES:**  
DEPARTMENT OF JUSTICE (238), DEPARTMENT OF TRANSPORTATION (30),  
DEPARTMENT OF HOMELAND SECURITY (2)

In general, federal “Sports Specialists” engage in some variation of organizing and conducting group physical activities. Perhaps the most notable example, the [U.S. Merchant Marine Academy](#), a subdivision of the Department of Transportation, hired all of their sports coaches as federal “Sports Specialists.” Maureen White, the athletic director for the U.S. Merchant Marine Academy, made \$140,008 in FY2016, more than any other “Sports Specialist” in the federal government. All of the top seven “Sports Specialists,” including White, worked at the Maritime Administration of the Department of Transportation in Kings Point, NY.

### Top Five Highest-Paid Federal Sports Specialists (FY2016)

NAME	TOTAL CASH	JOB TITLE	AGENCY
MAUREEN WHITE	\$140,008	SPORTS SPECIALIST	DEPARTMENT OF TRANSPORTATION
MICHAEL G TOOP	\$135,292	SPORTS SPECIALIST	DEPARTMENT OF TRANSPORTATION
MICHAEL G SMOLENS	\$135,042	SPORTS SPECIALIST	DEPARTMENT OF TRANSPORTATION
THOMAS K GILL	\$120,397	SPORTS SPECIALIST	DEPARTMENT OF TRANSPORTATION
SEAN M TEDESCO	\$102,693	SPORTS SPECIALIST	DEPARTMENT OF TRANSPORTATION

SOURCE: U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## CASE STUDY Cooks and Food Service

**TOTAL CASH:** \$411.91 MILLION | **TOTAL EMPLOYEES:** 10,402 | **AVERAGE COMPENSATION:** \$39,599

**TOP ENTITIES:**  
DEPARTMENT OF VETERANS AFFAIRS (8,191), DEPARTMENT OF JUSTICE (1,560),  
DEPARTMENT OF INTERIOR (246)

While the federal government employs more than 10,000 workers in the food industry, 31 “Food Services” employees received more than \$100,000 each in FY2016. Of the top five highest-paid in the field, four worked in the Bureau of Prisons at the Department of Justice.

### Top Five Highest-Paid Federal Cooks and Food Service Employees (FY2016)

NAME	TOTAL CASH	JOB TITLE	AGENCY
KAREN S STILTNER	\$136,622	FOOD SERVICES	DEPARTMENT OF JUSTICE
JUAN M SALAZAR	\$126,983	FOOD SERVICES	DEPARTMENT OF JUSTICE
PATRICK J CROKER	\$118,425	FOOD SERVICES	DEPARTMENT OF JUSTICE
KEVIN A COSTA	\$117,175	FOOD SERVICES	DEPARTMENT OF JUSTICE
ERIC P SAMUELSON	\$116,417	FOOD SERVICES	DEPARTMENT OF VETERANS AFFAIRS

SOURCE: U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## CASE STUDY Anthropology

<b>TOTAL CASH:</b> \$12.03 MILLION	<b>TOTAL EMPLOYEES:</b> 124	<b>AVERAGE COMPENSATION:</b> \$97,040
---------------------------------------	--------------------------------	--

**TOP ENTITIES:**  
DEPARTMENT OF HEALTH AND HUMAN SERVICES (65), DEPARTMENT OF INTERIOR (35),  
SMITHSONIAN INSTITUTION (17)

The federal government employs 124 anthropologists, each working in an area specific to the department or agency. For example, anthropologists at the Department of Interior’s National Park Service research the history, culture, and interests of groups tied to National Parks, such as native tribes. The highest-paid anthropologist was Douglas Ubelaker with the Smithsonian Institution, making \$173,869. In total, more than one-quarter of all federal anthropologists made more than \$100,000 each.

## CASE STUDY Librarians

<b>TOTAL CASH:</b> \$63.02 MILLION	<b>TOTAL EMPLOYEES:</b> 657	<b>AVERAGE COMPENSATION:</b> \$95,915
---------------------------------------	--------------------------------	--

**TOP ENTITIES:**  
DEPARTMENT OF HEALTH AND HUMAN SERVICES (166), DEPARTMENT OF VETERANS AFFAIRS (108),  
DEPARTMENT OF COMMERCE (53)

Of the 657 federally employed librarians, 276 (42 percent) made six-figure incomes. The top-paid librarian, Rhea Neville of the Federal Deposit Insurance Corporation (FDIC), made \$232,870. The Smithsonian Institution paid the largest two bonuses to librarians within the federal government, at \$9,977 and \$8,000. Eight librarians worked at the Internal Revenue Service (IRS) – their names have been redacted – making \$97,253, on average.

## CASE STUDY Archaeology

<b>TOTAL CASH:</b> \$71.66 MILLION	<b>TOTAL EMPLOYEES:</b> 973	<b>AVERAGE COMPENSATION:</b> \$73,645
---------------------------------------	--------------------------------	--

**TOP ENTITIES:**  
DEPARTMENT OF INTERIOR (519), DEPARTMENT OF AGRICULTURE (408),  
DEPARTMENT OF ENERGY (20)

There were 71 federal archaeologists making more than \$100,000 in FY2016. Most worked in the Department of the Interior and the Department of Agriculture, however, six of the ten top-paid archaeologists worked for the Smithsonian. The duties of federal archaeologists are tailored towards the mission of each department or agency. For example, archaeologists at the Department of Agriculture are concerned with [identifying plant remains](#) found on artifacts or in areas under excavation. The top-paid archaeologist was William Fitzhugh who worked at the Smithsonian; he earned \$173,869.

**CASE STUDY**  
**Diet and Nutrition**

<b>TOTAL CASH:</b> <b>\$190.11 MILLION</b>	<b>TOTAL EMPLOYEES:</b> <b>2,573</b>	<b>AVERAGE COMPENSATION:</b> <b>\$73,884</b>
---	---	---

**TOP ENTITIES:**  
**DEPARTMENT OF VETERANS AFFAIRS (2,338), DEPARTMENT OF AGRICULTURE (130), DEPARTMENT OF HEALTH AND HUMAN SERVICES (93)**

There were 251 “Diet and Nutrition” employees who made more than \$100,000 each, comprising nearly 10 percent of all diet and nutrition workers. The top-paid employee, the Director of the Office of Dietary Supplements at the National Institutes of Health, Paul Coates, made \$207,060 in FY2016. With 91 percent of diet and nutrition employees working at the Department of Veterans Affairs, their [job is to provide](#) “comprehensive evidenced based nutritional services for our Veterans and their families across VA’s health care facilities.”

**Top Five Highest-Paid Federal Cooks and Food Service Employees (FY2016)**

NAME	TOTAL CASH	JOB TITLE	AGENCY
PAUL M COATES	\$207,060	DIETITIAN AND NUTRITIONIST	DEPARTMENT OF HEALTH AND HUMAN SERVICES
NAOMI KAY FUKAGAWA	\$205,700	DIETITIAN AND NUTRITIONIST	DEPARTMENT OF AGRICULTURE
LINDSAY H ALLEN	\$185,100	DIETITIAN AND NUTRITIONIST	DEPARTMENT OF AGRICULTURE
AMY F SUBAR	\$164,901	DIETITIAN AND NUTRITIONIST	DEPARTMENT OF HEALTH AND HUMAN SERVICES
ABBY G ERSHOW	\$160,300	DIETITIAN AND NUTRITIONIST	DEPARTMENT OF HEALTH AND HUMAN SERVICES

**SOURCE:** U.S. OFFICE OF PERSONNEL MANAGEMENT AND U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

## PART 6

# FEDERAL EMPLOYEES BY DEPARTMENT AND INDEPENDENT AGENCY

The 1.97 million disclosed civil servants are employed across 122 departments and independent agencies. While one of every three departments and independent agencies employs 1,000 workers or more, the two largest entities (U.S. Postal Service and the Department of Veterans Affairs) employ more than half of the disclosed federal workforce. Furthermore, 89 percent of all federal employees work for the top 10 departments.

## Top 25 Departments and Independent Agencies by Employee Count (FY2016)

AGENCY	EMPLOYEE COUNT
UNITED STATES POSTAL SERVICE	621,523
DEPARTMENT OF VETERANS AFFAIRS	372,614
DEPARTMENT OF HOMELAND SECURITY	183,963
DEPARTMENT OF JUSTICE	116,476
DEPARTMENT OF AGRICULTURE	96,476
DEPARTMENT OF TREASURY	92,103
DEPARTMENT OF HEALTH AND HUMAN SERVICES	86,452
DEPARTMENT OF INTERIOR	70,931
SOCIAL SECURITY ADMINISTRATION	64,358
DEPARTMENT OF TRANSPORTATION	55,135
DEPARTMENT OF COMMERCE	45,952
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	17,249
DEPARTMENT OF LABOR	15,724
ENVIRONMENTAL PROTECTION AGENCY	15,626
DEPARTMENT OF ENERGY	15,106
DEPARTMENT OF STATE	13,108
GENERAL SERVICES ADMINISTRATION	11,531
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	7,998
FEDERAL DEPOSIT INSURANCE CORPORATION	6,455
OFFICE OF PERSONNEL MANAGEMENT	5,357
SMITHSONIAN INSTITUTION	4,734
SECURITIES AND EXCHANGE COMMISSION	4,664
DEPARTMENT OF EDUCATION	4,359
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT	3,836
SMALL BUSINESS ADMINISTRATION	3,786

SOURCE: U.S. OFFICE OF PERSONNEL MANAGEMENT & U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.

Throughout the list of 122 departments and independent agencies, we found entities that may not be familiar to many Americans. Still, these bureaucracies employ thousands of workers for billions of dollars in compensation.

## Lesser Known Departments and Independent Agencies by Total Cash (FY2016)

AGENCY	EMPLOYEE COUNT	TOTAL CASH
BROADCASTING BOARD OF GOVERNORS	1,523	\$158,194,836
NATIONAL CREDIT UNION ADMINISTRATION	1,212	\$146,871,225
PENSION BENEFIT GUARANTY CORPORATION	980	\$111,124,415
CORP FOR NATIONAL AND COMMUNITY SERVICE	657	\$55,348,640
PRESIDIO TRUST	326	\$28,832,478
MILLENNIUM CHALLENGE CORPORATION	291	\$37,772,057
FEDERAL RETIREMENT THRIFT INVESTMENT BOARD	252	\$28,887,787
FEDERAL MEDIATION AND CONCILIATION SERVICE	226	\$25,550,717
MERIT SYSTEMS PROTECTION BOARD	225	\$27,927,713
FEDERAL MINE SAFETY AND HEALTH REVIEW COMMISSION	72	\$7,527,578
NATIONAL MEDIATION BOARD	43	\$5,112,712
AFRICAN DEVELOPMENT FOUNDATION	41	\$4,282,207
DENALI COMMISSION	25	\$2,905,319
MARINE MAMMAL COMMISSION	22	\$2,845,950
COMMISSION OF FINE ARTS	13	\$1,404,986
APPALACHIAN REGIONAL COMMISSION	7	\$910,608

SOURCE: U.S. OFFICE OF PERSONNEL MANAGEMENT & U.S. POSTAL SERVICE PAYROLL DATA COMPILED BY OPENTHEBOOKS.COM VIA FREEDOM OF INFORMATION ACT REQUEST.



**UNITED STATES  
POSTAL SERVICE®**

**CASE STUDY  
United States Postal Service (USPS)**

**TOTAL EMPLOYEES:  
392,403\***

**TOTAL BASE COMPENSATION:  
\$22.79 BILLION**

**MISSION:**

The Postal Service shall have as its basic function the obligation to provide postal services to bind the Nation together through the personal, educational, literary, and business correspondence of the people. It shall provide prompt, reliable, and efficient services to patrons in all areas and shall render postal services to all communities.

**KEY FACTS:**

- Average Compensation: \$58,078  
*Note: Because USPS refused to supply bonus and additional pay information, these figures only reflect base salary.*
- Average Compensation with Benefits (est. 31 percent): \$76,082
- Number of Employees Earning Over \$100K: 3,104

**AMONG OUR FINDINGS:**

- USPS employed 210,509 “Mail Carriers” including 143,337 city carriers and 67,172 rural carriers. It cost \$8 billion to compensate these carriers, making “Mail Carrier” the costliest job at the agency.
- The Postmaster General of the United States, Megan J. Brennan, was the top-paid employee in the agency, making a base salary of \$285,240.
- USPS employed 108 full-time PR and marketing employees at a total cost of \$11.3 million. On average, these workers made \$104,247 per year.
- Although the USPS operates as the largest disclosed federal employer, many other federal agencies contracted with FedEx and UPS instead. Other federal agencies paid FedEx and UPS \$1.8 billion over a three-year period (FY2014-FY2016). [The United States Transportation Command](#), tasked with the job of transporting crucial materials and war machines, does not use USPS at all.

\* IN DATA RETRIEVED FROM THE UNITED STATES POSTAL SERVICE, THERE WERE 229,120 DISCLOSED EMPLOYEES WITH A CASH COST OF LESS THAN \$100 EACH. FOR THE SAKE OF A MORE REPRESENTATIVE ANALYSIS, THESE INDIVIDUALS WERE EXCLUDED IN THIS ANALYSIS.





## CASE STUDY Department of Veterans Affairs (VA)

**TOTAL EMPLOYEES:** 372,614  
**TOTAL BASE COMPENSATION:** \$29.10 BILLION

### MISSION:

To fulfill President Lincoln’s promise ‘to care for him who shall have borne the battle, and for his widow, and his orphan’ by serving and honoring the men and women who are America’s veterans.

### KEY FACTS:

- Average Compensation: \$78,105
- Average Compensation with Benefits: \$102,317
- Number of Employees Earning Over \$100K: 73,948



### AMONG OUR FINDINGS:

- The VA employed 3,498 police officers in FY2016 costing \$172 million. All names and locations of these officers, however, were redacted. When asked about corresponding crime statistics, the VA was unable to provide any information on the number of crimes or incidents.
- At the VA, \$22 million worth of bonuses went to 38,292 employees.
- We found highly compensated employees with a range of job titles at the VA: Michael Spratt (“Photography”) \$123,951, Kathleen Schamel (“Archaeology”) \$141,555, and Lisa Delaporte (“Laundry Operations Services”) \$101,694.
- There were 171 interior designers employed at the VA, making a total of \$12.4 million. Each designer received \$73,374, on average. The VA facility in Palo Alto, California, employed the most interior designers – nine in total. Palo Alto is the [same facility](#) that spent \$300,000 on a sculpture for blind veterans in 2016.
- Over a five-year period, the VA has hired 5,114 additional doctors. These additions represent the same 1-in-10 hiring ratio displayed at the VA in the past. From FY2015 to 2016, the VA made 20,711 new hires, and just 2,091 were doctors. In FY2016, the VA had 372,614 total employees, and just eight percent of these were doctors (medical officers, dental officers, optometrists, and podiatrists).



CASE STUDY  
**Department of Homeland Security (DHS)**

**TOTAL EMPLOYEES:**  
 183,963

**TOTAL BASE COMPENSATION:**  
 \$14.02 BILLION

**MISSION:**

With honor and integrity, we will safeguard the American people, our homeland, and our values.

**KEY FACTS:**

- Average Compensation: \$76,213
- Average Compensation with Benefits: \$99,839
- Number of Employees Earning Over \$100K: 37,607

**AMONG OUR FINDINGS:**

- DHS paid out 50,996 bonuses totaling \$53.8 million. The average bonus at DHS was \$1,055 per employee.
- An interior designer at DHS whose name was withheld by the department received \$114,650 in FY2016. The designer worked for the Secret Service in Washington, D.C.
- There were 16 DHS employees with the job title “Photography.” They averaged a \$94,172 salary, and five photographers made over \$100,000. The top-paid photographer at DHS – whose name was withheld – made \$136,546 at the Secret Service, including a \$2,250 bonus.
- Among the highest-paid job titles based on average is “Veterinary Medical Science,” employing nine workers at \$1.3 million total compensation cost, or \$145,827 per employee. The top earner, Lawrence Barrett, received \$185,100 as the director of the Plum Island Animal Disease Center in Orient, NY.
- Employees with the job title “General Inspection, Investigation, Enforcement, and Compliance Series” received more overall compensation than any other job title: \$2.2 billion in total.





## CASE STUDY Department of Justice (DOJ)

**TOTAL EMPLOYEES:** 116,476  
**TOTAL BASE COMPENSATION:** \$10.24 BILLION

### MISSION:

To enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans.

### KEY FACTS:

- Average Compensation: \$87,921
- Average Compensation with Benefits: \$115,177
- Number of Employees Earning Over \$100K: 40,699

### AMONG OUR FINDINGS:

- The DOJ disclosed 36,425 bonuses, totaling \$29 million.
- There are 11,161 lawyers at the DOJ, receiving total compensation of \$1.6 billion. On average, these attorneys made \$143,098 each, and 91 percent made more than \$100,000 each.
- The three highest-paid employees at the Department of Justice were all medical officers. While the average wage for a medical officer was \$166,140, the highest-paid employee, Donald Lewis, chief psychiatrist for the [Federal Bureau of Prisons](#), earned \$260,000.
- “Criminal Investigator” was the most common job at the DOJ and the costliest for taxpayers. The department paid out \$2.5 billion to these employees.
- There were 590 “Recreation Specialist” positions at the DOJ, receiving \$37.5 million. According to the Federal Bureau of Prisons [website](#), the role of a “Recreation Specialist” is to “plan, organize, and administer recreational programs and activities for inmates in correctional institutions.”
- The largest bonus at the DOJ – \$64,155 – was awarded to Lisa Phelan, a general attorney who is chief of the Washington Criminal I Section of the Antitrust Division. Her bonus exceeded the salaries received by 25,362 employees.
- Of the \$10.2 billion spent on compensation by the DOJ, the Federal Bureau of Investigation (FBI) spent the most (\$3.4 billion), followed by the Bureau of Prisons (\$2.6 billion), and the Executive Office of the U.S. Attorney (\$1.2 billion).





CASE STUDY  
**Department of Treasury**

**TOTAL EMPLOYEES:**  
 92,103

**TOTAL BASE COMPENSATION:**  
 \$7.46 BILLION

**MISSION:**

Maintain a strong economy and create economic and job opportunities by promoting the conditions that enable economic growth and stability at home and abroad, strengthen national security by combating threats and protecting the integrity of the financial system, and manage the U.S. Government’s finances and resources effectively.

**KEY FACTS:**

- Average Compensation: \$80,970
- Average Compensation with Benefits: \$106,071
- Number of Employees Earning Over \$100K: 28,774

**AMONG OUR FINDINGS:**

- One in 10 employees at the Department of Treasury received a bonus, totaling \$8.6 million to 9,578 employees.
- The top-paid employee was Bradley Linskens, receiving \$272,200 in FY2016. Linskens worked in the office of Comptroller Currency as the “Financial Institution Examiner” for Wells Fargo during its [recent fraud scandal](#). About a year after rising to this post, Linskens was “[stripped...](#) of his supervisory powers” due to his alleged mismanagement of the situation.
- A total of 15 employees at Treasury work in “Buffing and Polishing.” Of the \$1 million spent on employees who polish coins, \$89,048 went to one worker. All 15 “Buffing and Polishing” employee names were withheld.
- The Internal Revenue Service (IRS) employees received 79 percent of total Treasury compensation (\$5.9 billion) for its 77,116 employees. All employee names were redacted. The job title with the largest gross pay at Treasury was “Internal Revenue Agent.” These agents received a total of \$1.1 billion, and an average of \$102,749 per employee. Further, “Internal Revenue Officers” made a total of \$299.1 million.
- Treasury paid \$22.9 million for its 199 “Public Affairs” employees. On average, each “Public Affairs” employee received \$115,167. Most of these employees work at the IRS, 151 “Public Affairs” employees made a total of \$17.4 million.
- Three “Forestry” employees worked at the IRS making \$109,840 each, on average. The U.S. tax code deals in part with forests and wooded areas, therefore, the IRS employs forestry workers to handle its implementation.
- Treasury paid out most of its bonuses to employees who work in the U.S. Mint. Employees in that division alone made \$2.8 million, collectively.





## CASE STUDY Department of Health and Human Services (HHS)

**TOTAL EMPLOYEES:**  
86,452

**TOTAL BASE COMPENSATION:**  
\$8.35 BILLION

### MISSION:

To enhance the health and well-being of Americans by providing for effective health and human services and by fostering sound, sustained advances in the sciences underlying medicine, public health, and social services.

### KEY FACTS:

- Average Compensation: \$96,609
- Average Compensation with Benefits: \$126,558
- Number of Employees Earning Over \$100K: 39,269

### AMONG OUR FINDINGS:

- HHS awarded 14,131 bonuses, totaling approximately \$12 million.
- The 5,989 “Medical Officers” collectively received \$917.6 million – more than any other category of HHS employee.
- Two employees, Laura Cheever and Giovanna Chiedi, each received a \$64,785 bonus. Cheever was a “Medical Officer” and Chiedi was the “Principal Deputy Inspector General” at the Office of the Inspector General.
- “Administrative Law Judges” received the highest average pay, at \$161,519. The total cash cost of these employees was \$17.9 million.
- Nineteen photographers at HHS received an average pay of \$79,216 for a collective total of \$1.5 million. Seven of these photographers, however, made more than \$100,000 each.
- “Recreation/Creative Arts Therapists” at HHS cost the department a compensation total of \$1.2 million. Separately, “Recreation Specialists” at HHS made \$728,361.
- The Food and Drug Administration (FDA) paid out nearly one-quarter of all department compensation, totaling \$2.1 billion.





**CASE STUDY**  
**Environmental Protection Agency (EPA)**

**TOTAL EMPLOYEES:**  
**15,626**

**TOTAL BASE COMPENSATION:**  
**\$1.77 BILLION**

**MISSION:**

To protect human health and the environment.

**KEY FACTS:**

- Average Compensation: \$113,545
- Average Compensation With Benefits: \$148,744
- Number of Employees Earning Over \$100K: 11,344

**AMONG OUR FINDINGS:**

- The EPA granted 12,157 bonuses amounting to \$21.7 million, or \$1,783 each, on average.
- The 1,050 “General Attorneys” at the EPA earned \$146.8 million, making it the fifth-costliest job title at the agency. On average, these attorneys made \$139,814 each.
- The EPA spent \$18.9 million on 168 economists to study “the application of the principles of economics to the study of how environmental and natural resources are developed and managed.”
- A total of 196 “Public Affairs” employees at the EPA earned \$21.7 million with an average salary of \$110,755. The two top-paid public affairs employees made \$163,300 each. Nearly three-quarters of these employees made six-figures.
- “Entomology” employees received a total of \$1.8 million, and 60 percent of them made more than \$100,000 each. The highest-paid employee in the entomological field was Donald Atwood, receiving \$118,822. Atwood specializes in the analysis of the pesticide industry.
- Eight employees at the EPA had the “Community Planning” job description. On average, these employees received \$91,069 each. As the most highly compensated community planner, Todd BenDor worked as a tribal coordinator, serving as a liaison between the EPA’s Tribal Trust and Assistance Unit, and Native American tribes in the Seattle area. BenDor drew \$123,759 in compensation in FY2016.





## CASE STUDY Department of Energy (DOE)

**TOTAL EMPLOYEES:**  
15,106

**TOTAL BASE COMPENSATION:**  
\$1.68 BILLION

### MISSION:

To ensure America's security and prosperity by addressing its energy, environmental and nuclear challenges through transformative science and technology solutions.

### KEY FACTS:

- Average Compensation: \$111,515
- Average Compensation With Benefits: \$146,085
- Number of Employees Earning Over \$100K: 9,299



### AMONG OUR FINDINGS:

- The "General Engineering" job title is the most common at the DOE employing 1,414 workers. Therefore, general engineers receive the most compensation, totaling \$185 million, collectively.
- There were 6,932 bonuses paid out by the DOE, totaling \$8.08 million. The average bonus amounted to \$1,165.
- The largest bonus paid out by the DOE (\$64,785) was given to three different individuals. Two of these employees worked in "Nuclear Engineering" while the third worked in "Program Management."
- More than one-quarter of DOE employees are located in Washington, D.C. Further, DOE employees are located in 43 states including Washington (1,991 employees), Oregon (1,330 employees), Maryland (1,034 employees), New Mexico (863 employees), and Colorado (820 employees).
- There are 127 employees labeled as "Foreign Affairs" receiving a total of \$16.5 million. They are tasked with the, "primary responsibility for coordinating the efforts of diverse elements in the Department to ensure a unified voice in our international energy policy."
- The DOE employs three historians, including "Executive Secretariat" Terrence Fehner (\$141,555). Fehner is best known for his accounts of the Nevada Test Site and how the department affected the Cold War.



**CASE STUDY**  
**Department of State**

**TOTAL EMPLOYEES:**  
**13,108**

**TOTAL BASE COMPENSATION:**  
**\$1.31 BILLION**

**MISSION:**

Create a more secure, democratic, and prosperous world for the benefit of the American people and the international community.

**KEY FACTS:**

- Average Compensation: \$100,0555
- Average Compensation With Benefits: \$131,072
- Number of Employees Earning Over \$100K: 6,753

**AMONG OUR FINDINGS:**

- The employee receiving the largest salary in FY2016 at the State Department was then-Secretary of State John Kerry, with a salary of \$199,700. The second highest recipient, Jerry Horton, received \$185,100 for “Information Technology Management.”
- The Department of State paid out \$704,155 in bonuses to 1,156 employees.
- There were 24 interior designers at the State Department working for an average cash cost of \$122,093. In total, 21 out of 24 interior design employees made over \$100,000 each – all of these top-paid designers were located in Virginia or Washington, D.C.
- Employees with the “Financial Management” job title made the most money on average at the State Department, bringing in \$155,589. These employees work on the complex financial activities, which occur “in approximately 270 locations in 180 countries.”
- Eleven “Museum Curators” worked at the State Department, each making more than \$100,000. These individuals mostly deal with historical artifacts owned by the Department of State such as a desk once owned by President Thomas Jefferson. Marcee Craighill, the highest-paid “Museum Curator,” received \$153,702 in FY2016.
- There were 65 architects at the State Department, and 58 of them made over \$100,000 each. On average, these architects received \$126,939, and four architects received the top salary of \$160,300.





## CASE STUDY Department of Housing and Urban Development (HUD)

**TOTAL EMPLOYEES:**  
7,998

**TOTAL BASE COMPENSATION:**  
\$846.62 MILLION

### MISSION:

To create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination, and transform the way HUD does business.

### KEY FACTS:

- Average Compensation: \$105,853
- Average Compensation With Benefits: \$138,668
- Number of Employees Earning Over \$100K: 4,605

### AMONG OUR FINDINGS:

- Half of all HUD employee received bonuses totaling \$3.3 million. Of those employees, 1,499 worked in “General Business and Industry” positions.
- Each of the 24 “Public Affairs” employees at HUD earned \$127,694 on average. Of all these employees, 87 percent made more than \$100,000 in total cash. The highest-paid employee in this category was Brian Sullivan, a “Supervisory Public Affairs Specialist” who made \$161,800.
- The top-paid employee at HUD was Secretary Julian Castro. He made \$199,700 in FY2016. Chosen by President Barack Obama in 2014 to lead the department, Castro was later considered a serious option for a [vice-presidential candidate](#) to Hillary Clinton.
- HUD also employed 366 “General Attorneys” at an average compensation of \$133,376. Of these attorneys, 92 percent made over \$100,000. The collective cost of compensating these attorneys totaled \$48.8 million.



# ABOUT AMERICAN TRANSPARENCY

## EVERY DIME. ONLINE. IN REAL TIME.

Our mission is to post online “every dime” taxed and spent by federal, state and local units of government across America. We use the latest in technology to display the spending, including the first-to-market mobile app – Open The Books - which hyper-localized all disclosed United States Government checkbook spending since 2000.

### Download the OpenTheBooks app here:

<http://www.openthebooks.com/mobileapp/>

Through our public charity at American Transparency (website: [www.OpenTheBooks.com](http://www.OpenTheBooks.com)), we’ve created the world’s largest private repository of government spending. Our big data specialists have captured 3.5 billion individual public expenditures.

Not only do we open the books, we audit the books. On a quarterly basis, we publish OpenTheBooks Oversight Reports.

### Recent investigations include:

Federal & State Government’s Gender Hiring Gap, National Foundation on the Arts and Humanities; Ivy League, Inc.; Federal Funding of America’s Sanctuary Cities; The Militarization of America; Veterans Affairs - The VA Scandal Two Years Later; Truth in Lending - the U.S. Small Business Administration’s \$24.2 Billion Failed Loan Portfolio; The Department of Self-Promotion - Quantifying \$4.4 Billion in Federal Public Relations; U.S. Environmental Protection Agency; Lawyered Up - 25,000 Federal Lawyers Cost \$26.2 Billion Since 2007; U.S. Export - Import Bank; Federal Funding of the Fortune 100; U.S. Small Business Administration’s Lending to the Wealthy Lifestyle; and Farm Subsidies in America’s Urban Areas.

Visit [OpenTheBooks.com](http://OpenTheBooks.com) to learn more and read these reports.

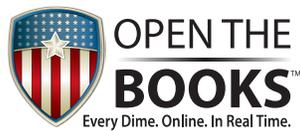
### The Board of Directors at American Transparency (OpenTheBooks.com) thanks our team:

**Adam Andrzejewski**, Founder and Chief Executive Officer, authored this report. **Matthew Tyrmand**, Deputy Director, disseminated this report to national media. **Craig Mijares**, Chief Operating Officer at American Transparency, assembled and organized datasets. **Frank Bruno**, Director of Government Oversight managed our data investigation and oversight teams. **Jessie Fox**, Communications Specialist, helped draft and edit the report. **Laura Reigle**, Administrator, assisted our entire team.

### Research Interns included:

**Moaz Al Nouri**, Emporia State University, Emporia, Kansas; **Patrick Farrell**, Hillsdale College, Hillsdale, Michigan; **Alec Mena**, Hillsdale College, Hillsdale, Michigan; **Madalen Strumpf**, Purdue University, West Lafayette, Indiana; **John Zachariah Shuster**, Emory University, Atlanta, Georgia; **Daniel Sutkowski**, Loyola University, Chicago, Illinois.

This report quantifies federal transactions compiled at [www.OpenTheBooks.com](http://www.OpenTheBooks.com) as a result of the Federal Funding Accountability and Transparency Act of 2006. To the extent the government makes mistakes in reporting inaccurate or incomplete data, our report will reflect these same mistakes.



© 2017 **OpenTheBooks.com** | A project of American Transparency 501(c)(3) All Rights Reserved.  
200 S. Frontage Rd, Suite 304, Burr Ridge, IL 60527 | [www.openthebooks.com](http://www.openthebooks.com)  
*Graphic Design powered by PDR Designs*