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DLN: 93493033006275

Form **990**

Department of the Treasury Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

► Do not enter Social Security numbers on this form as it may be made public By law, the IRS generally cannot redact the information on the form

► Information about Form 990 and its instructions is at <u>www.IRS.gov/form990</u>

OMB No 1545-0047

2013

Open to Public Inspection

C Name of organization of LETTER CARRIERS Doing Business As Number and street (or P O box if mail is not delivered to street address) Initial return Terminated Amended return Application pending F Name and address of principal officer FREDRIC ROLANDO 100 INDIANA AVE NW WASHINGTON, DC 200012144 F Name and address of principal officer FREDRIC ROLANDO 100 INDIANA AVE NW WASHINGTON, DC 200012144 H(b) Are all subordinates included? If "No," attach a list (see in the companization of the part I Summary I Briefly describe the organization's mission or most significant activities THE NATIONAL ASSOCIATION OF LETTER CARRIERS OF THE UNITED STATES OF AMERICA IS A LABOR ORGANIZATION FOR CITY LETTER CARRIERS WHO ARE EMPLOYED BY THE US POSTAL SERVICE	072,835 ☐ Yes ☑ No ☐ Yes ☐ No nstructions)
Name change Initial return Terminated Number and street (or P O box if mail is not delivered to street address) Room/suite E Telephone number (202) 393-4695	「Yes ▼ No 「Yes 「 No nstructions)
Initial return Terminated Terminated Amended return Application pending F Name and address of principal officer FREDRIC ROLANDO 100 INDIANA AVE NW WASHINGTON, DC 200012144 F Name and address of principal officer FREDRIC ROLANDO 100 INDIANA AVE NW WASHINGTON, DC 200012144 H(a) Is this a group return for subordinates? H(b) Are all subordinates included? If "No," attach a list (see in the part of organization of organization of organization of organization of organization of the part of the	「Yes ▼ No 「Yes 「 No nstructions)
Terminated Amended return Application pending F Name and address of principal officer FREDRIC ROLANDO 100 INDIANA AVE NW WASHINGTON, DC 200012144 F Name and address of principal officer FREDRIC ROLANDO 100 INDIANA AVE NW WASHINGTON, DC 200012144 H(b) Are all subordinates included? I Tax-exempt status Sol(c)(3) ▼ 501(c) (5) ◄ (insert no)	「Yes ▼ No 「Yes 「 No nstructions)
Amended return Application pending F Name and address of principal officer FREDRIC ROLANDO 100 INDIANA AVE NW WASHINGTON, DC 200012144 F Name and address of principal officer FREDRIC ROLANDO 100 INDIANA AVE NW WASHINGTON, DC 200012144 H(b) Are all subordinates included? If "No," attach a list (see in the part I Summary K Form of organization	「Yes ▼ No 「Yes 「 No nstructions)
Amended return Application pending F Name and address of principal officer FREDRIC ROLANDO 100 INDIANA AVE NW WASHINGTON, DC 200012144 H(a) Is this a group return for subordinates? H(b) Are all subordinates included? If "No," attach a list (see in the form of organization or granization or most significant activities THE NATIONAL ASSOCIATION OF LETTER CARRIERS WHO ARE EMPLOYED BY THE US POSTAL SERVICE	「Yes ▼ No 「Yes 「 No nstructions)
F Name and address of principal officer FREDRIC ROLANDO 100 INDIANA AVE NW WASHINGTON, DC 200012144 H(b) Are all subordinates included? If "No," attach a list (see included? If "No,"	「Yes ▼ No 「Yes 「 No nstructions)
FREDRIC ROLANDO 100 INDIANA AVE NW WASHINGTON, DC 200012144 Tax-exempt status 501(c)(3) 501(c) (5) (insert no) 4947(a)(1) or 527 Website: www nalc org H(c) Group exemption number K Form of organization Corporation Trust Association Other L Year of formation 1889 M State of the NATIONAL ASSOCIATION OF LETTER CARRIERS OF THE UNITED STATES OF AMERICA IS A LABOR ORGANIZATION FOR CITY LETTER CARRIERS WHO ARE EMPLOYED BY THE US POSTAL SERVICE	│ Yes │ No nstructions)
100 INDIANA AVE NW WASHINGTON, DC 200012144 H(b) Are all subordinates included? If "No," attach a list (see in the composition of the limit of the	│ Yes │ No nstructions)
I Tax-exempt status	nstructions)
I Tax-exempt status	-
Website: ► www nalc org K Form of organization	-
K Form of organization	
Part I Summary 1 Briefly describe the organization's mission or most significant activities THE NATIONAL ASSOCIATION OF LETTER CARRIERS OF THE UNITED STATES OF AMERICA IS A LABOR ORGANIZATION FOR CITY LETTER CARRIERS WHO ARE EMPLOYED BY THE U.S. POSTAL SERVICE	f legal domicile DC
Briefly describe the organization's mission or most significant activities THE NATIONAL ASSOCIATION OF LETTER CARRIERS OF THE UNITED STATES OF AMERICA IS A LABOR ORGANIZATION FOR CITY LETTER CARRIERS WHO ARE EMPLOYED BY THE U.S. POSTAL SERVICE	
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ORGANIZATION FOR CITY LETTER CARRIERS WHO ARE EMPLOYED BY THE U.S. POSTAL SERVICE	
S	
g ———————————————————————————————————	
2 Check this box If the organization discontinued its operations or disposed of more than 25% of its net assets	
3 Number of voting members of the governing body (Part VI, line 1a)	2.8
4 Number of independent voting members of the governing body (Part VI, line 1b)	C
5 Total number of individuals employed in calendar year 2013 (Part V, line 2a)	527
6 Total number of volunteers (estimate if necessary)	C
7a Total unrelated business revenue from Part VIII, column (C), line 12	486,526
b Net unrelated business taxable income from Form 990-T, line 34	307,736
	rrent Year
8 Contributions and grants (Part VIII, line 1h)	4,675
9 Program service revenue (Part VIII, line 2g)	1,340,748,428
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	64,520,435
Till Other revenue (Part VIII, Column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	1,038,011
Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,406,311,549
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) 323,684	270,563
==	1,192,282,662
14 Benefits paid to or for members (Part IX, column (A), line 4)	
Benefits paid to or for members (Part IX, column (A), line 4)	
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines	58,151,910
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines	58,151,910
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines	58,151,910
Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 16a Professional fundraising fees (Part IX, column (A), line 11e)	58,151,910 0 58,112,748
Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 16a Professional fundraising fees (Part IX, column (A), line 11e)	0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 16a Professional fundraising fees (Part IX, column (A), line 11e)	58,112,748
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 16a Professional fundraising fees (Part IX, column (A), line 11e)	0 58,112,748 1,308,817,883
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 16a Professional fundraising fees (Part IX, column (A), line 11e)	58,112,748 1,308,817,883 97,493,666 d of Year
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 16a Professional fundraising fees (Part IX, column (A), line 11e)	0 58,112,748 1,308,817,883 97,493,666
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 16a Professional fundraising fees (Part IX, column (A), line 11e)	58,112,748 1,308,817,883 97,493,666 d of Year 925,516,994

May the IRS discuss this return with the preparer shown above? (see instructions)

✓ Yes 厂No

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1		No
2	Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)?	2		No
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	Yes	
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4		
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	Yes	
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8		No
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV.	9		No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	10		No
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a	Yes	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b		No
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	Yes	
e	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e	Yes	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f	Yes	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a		No
b	Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	Yes	
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		No
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b		No
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15		No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16		No
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	17		No
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18		No
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19		No
20a	Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a		No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		

Par	t IV Checklist of Required Schedules (continued)								
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21	Yes						
22	Did the organization report more than \$5,000 of grants or other assistance to individuals in the United States on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22	Yes						
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J.</i>	23	Yes						
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a	24a		No					
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b							
С	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c							
d	d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?								
25a	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I								
b	b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I								
26									
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III								
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)								
а	A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV								
b	A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV	28b	Yes						
С	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV	28c		No					
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	29		Νo					
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No					
31									
32	2 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II								
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33		No					
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1	34	Yes						
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	Yes						
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35b	Yes						
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2 </i>	36							
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37		No					
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19 Note. All Form 990 filers are required to complete Schedule O								

Ċ	Statements Regarding Other IRS Filings and Tax Compliance			_
	Check if Schedule O contains a response or note to any line in this Part V		Yes	.l No
a	Enter the number reported in Box 3 of Form 1096 Enter -0 - if not applicable 1a 67,539			
	Enter the number of Forms W-2G included in line 1a Enter -0 - if not applicable 1b 0	1		
	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable	1		
_	gaming (gambling) winnings to prize winners?	1c	Yes	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered			
b	by this return	2b	Yes	
	Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			
	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	Yes	
	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O	3b	Yes	
la	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		No
b	If "Yes," enter the name of the foreign country 🕨			
	See instructions for filing requirements for Form TD F 90-22 1, Report of Foreign Bank and Financial Accounts			
	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		No
	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		N c
С	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	5c		
ia	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the	6a		No
-	organization solicit any contributions that were not tax deductible as charitable contributions?			.,,
	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
	Organizations that may receive deductible contributions under section 170(c).			
	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		
	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
С	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		
d	If "Yes," indicate the number of Forms 8282 filed during the year 7d			
				
е	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		
	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
3	Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8		
)	Sponsoring organizations maintaining donor advised funds.			
	Did the organization make any taxable distributions under section 4966?	9a		
	Did the organization make a distribution to a donor, donor advisor, or related person?	9b		
)	Section 501(c)(7) organizations. Enter	55		
	Initiation fees and capital contributions included on Part VIII, line 12 10a			
	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities			
	Section 501(c)(12) organizations. Enter			
a	Gross income from members or shareholders			
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)			
a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year			
;	Section 501(c)(29) qualified nonprofit health insurance issuers.			
	Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O	13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans			
c	Enter the amount of reserves on hand			
a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		No
	If "Yes" has it filed a Form 720 to report these payments? If "No" provide an explanation in Schedule O	14h		

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a respons	se or note to any line in this Part VI	

Se	ection A. Governing Body and Management			
			Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year			
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O			
b	Enter the number of voting members included in line 1a, above, who are independent			
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		No
3		3		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5		No
_		\vdash	.,	110
6	Did the organization have members or stockholders?	6	Yes	
	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	Yes	
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following			
а	The governing body?	8a	Yes	
b	Each committee with authority to act on behalf of the governing body?	8b	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9		No
Se	ection B. Policies (This Section B requests information about policies not required by the Internal R	evenu	ie Cod	e.)
	, , , , , , , , , , , , , , , , , , , ,		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a	Yes	
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters,	10b	Yes	
	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing			
11a	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	10b 11a	Yes Yes	
11a b	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a		No.
11a b 12a	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?			No
11a b 12a b	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? Describe in Schedule O the process, if any, used by the organization to review this Form 990 Did the organization have a written conflict of interest policy? If "No," go to line 13 Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	11a		No
11a b 12a b	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a		No
11a b 12a b	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a 12a 12b		No
11a b 12a b	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? Describe in Schedule O the process, if any, used by the organization to review this Form 990 Did the organization have a written conflict of interest policy? If "No," go to line 13 Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	11a 12a 12b		
11a b 12a b c	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? Describe in Schedule O the process, if any, used by the organization to review this Form 990 Did the organization have a written conflict of interest policy? If "No," go to line 13 Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done Did the organization have a written whistleblower policy?	11a 12a 12b 12c 13	Yes	
11a b 12a b c	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? Describe in Schedule O the process, if any, used by the organization to review this Form 990 Did the organization have a written conflict of interest policy? If "No," go to line 13 Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done Did the organization have a written whistleblower policy? Did the organization have a written document retention and destruction policy? Did the process for determining compensation of the following persons include a review and approval by	11a 12a 12b 12c 13	Yes	
11a b 12a b c 13 14 15	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a 12a 12b 12c 13 14	Yes	No
11a b 12a b c 13 14 15	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? Describe in Schedule O the process, if any, used by the organization to review this Form 990 Did the organization have a written conflict of interest policy? If "No," go to line 13 Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done Did the organization have a written whistleblower policy? Did the organization have a written document retention and destruction policy? Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? The organization's CEO, Executive Director, or top management official Other officers or key employees of the organization	11a 12a 12b 12c 13 14	Yes	No
11a b 12a b c 13 14 15	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? Describe in Schedule O the process, if any, used by the organization to review this Form 990 Did the organization have a written conflict of interest policy? If "No," go to line 13 Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done Did the organization have a written whistleblower policy? Did the organization have a written document retention and destruction policy? Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? The organization's CEO, Executive Director, or top management official Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions) Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a	11a 12a 12b 12c 13 14 15a 15b	Yes	No No No
11a b 12a b c 13 14 15 a b	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? Describe in Schedule O the process, if any, used by the organization to review this Form 990 Did the organization have a written conflict of interest policy? If "No," go to line 13 Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done Did the organization have a written whistleblower policy? Did the organization have a written document retention and destruction policy? Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? The organization's CEO, Executive Director, or top management official Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)	11a 12a 12b 12c 13 14	Yes	No
11a b 12a c 13 14 15 a b 16a b	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? Describe in Schedule O the process, if any, used by the organization to review this Form 990 Did the organization have a written conflict of interest policy? If "No," go to line 13 Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done Did the organization have a written whistleblower policy? Did the organization have a written document retention and destruction policy? Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? The organization's CEO, Executive Director, or top management official	11a 12a 12b 12c 13 14 15a 15b	Yes	No No No
11a b 12a b c 13 14 15 a b 16a b	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? Describe in Schedule O the process, if any, used by the organization to review this Form 990 Did the organization have a written conflict of interest policy? If "No," go to line 13 Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done Did the organization have a written whistleblower policy? Did the organization have a written document retention and destruction policy? Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? The organization's CEO, Executive Director, or top management official Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions) Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	11a 12a 12b 12c 13 14 15a 15b	Yes	No No No
11a b 12a b c 13 14 15 a b T6a b	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? Describe in Schedule O the process, if any, used by the organization to review this Form 990 Did the organization have a written conflict of interest policy? If "No," go to line 13 Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done Did the organization have a written whistleblower policy? Did the organization have a written document retention and destruction policy? Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? The organization's CEO, Executive Director, or top management official Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions) Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	11a 12a 12b 12c 13 14 15a 15b	Yes	No No No
11a b 12a b c 13 14 15 a b 16a b	affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? Describe in Schedule O the process, if any, used by the organization to review this Form 990 Did the organization have a written conflict of interest policy? If "No," go to line 13 Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done Did the organization have a written whistleblower policy? Did the organization have a written document retention and destruction policy? Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? The organization's CEO, Executive Director, or top management official Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions) Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	11a 12a 12b 12c 13 14 15a 15b	Yes	No No No

20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization

►NICOLE RHINE 100 INDIANA AVE NW

WASHINGTON, DC 200012144 (202)393-4695

Form 990	(2013	
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Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated **Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year

List all of the organization's current officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation Enter - 0 - in columns (D), (E), and (F) if no compensation was paid

◆ List all of the organization's current key employees, if any See instructions for definition of "key employee"

List the organization's five current highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations

List all of the organization's former officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations

◆ List all of the organization's former directors or trustees that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

(A) Name and Title	(B) A verage hours per week (list any hours for related organizations below dotted line)	more t	han o	one l both	box, an o	heck sofficer (stee) Highest compensated	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and Title		Name and Title A verage hours per week (list any hours							(D) Reportable compensation from the organization (W-		(E) Reportable compensation from related organizations (W	/- ((F) Estima mount o compens from t	ited f other sation :he
		for related organizations below dotted line)	Individual trustee or director	Institutional Trustee	Officei	Key employee	Highest compensated employee	Former	2/1099	-MISC)	2/1099-MISC		rganizati relati organiza	ed
												_		
												_		
												_		
												+		
												+		
												+		
1b	Sub-Total				<u>. </u>	<u> </u>		>						
c	Total from continuation sheet	s to Part VII, S	ection A	١.			•	Þ						
d	Total (add lines 1b and 1c) .				•	•	•	•		3,924,643		41		1,609,400
2	Total number of individuals (in \$100,000 of reportable compe						d abov	e) w	ho receive	d more th	an			
													Yes	No
3	Did the organization list any f oon line 1a? <i>If "Yes," complete S</i>				tee,	key	emplo	yee,	, or highes	t compen	sated employee			
4	For any individual listed on line				• e co	• mpe	nsatio	· n and	d other co	• • mpensatio	on from the	3		No
	organization and related organ											4	Yes	
5	Did any person listed on line 1									janization	or individual for		103	
	services rendered to the organ	nization? <i>If "Ye</i> s	," compl	ete S	ched	lule J	forsu	ch pe	erson .			5		No
Se	ection B. Independent Co	ntractors												
1	Complete this table for your fix compensation from the organiz												tax vear	
		(A) lame and business			.01		. arend	, c	.ar chang		(B) cription of services	1	(C)
CIGNA	N HEALTHCARE, 10490 LITTLE PATUX			IA MD	2104	4					ADMIN FEES		Comper 13	3,651,331

(A)	(B)	(C)				
Name and business address	Description of services	Compensation				
CIGNA HEALTHCARE, 10490 LITTLE PATUXENT PKWY STE 400 COLUMBIA MD 21044	NETWORK ADMIN FEES	13,651,331				
UNITED BEHAVIORAL HEALTH, 425 Market St 18th FI SAN FRANCISCO CA 94105	NETWORK ADMIN FEES	12,996,665				
PEAKE-DELANCY PRINTING LLC, 2500 SCHUSTER DRIVE CHEVERLY MD 20781	PRINTING SERVICES	2,718,000				
ALERE HEALTH IMPROVEMENT COMPANY, 3200 WINDY HILL ROAD ATLANTA GA 30339	HEALTH MGT SERVICES	2,238,362				
MULTIPLAN INC, PO BOX 29380 NEW YORK NY 10087	NETWORK ADMIN FEES	1,869,630				
2. Take I was how of and an adout a network we (analysis as how not be made to the one lasted a hour) who we arranged move than						

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ►22

Revenue	
Other Revenue	

Part V	/##1	Statement o						
		Check If Sched	ule O contains a respor	nse or note to any li T				
					(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
	1a	Federated cam	paigns 1a					
m it	ь	Membership du	ies 1b					
Contributions, Gifts, Grants and Other Similar Amounts	c	Fundraising ev	ents 1c					
£, ₹	d		zations 1d					
<u>≅</u> ≅								
ns,	е	Government grant						
er ë	f	All other contribute similar amounts no	ons, gifts, grants, and 1f ot included above	4,675				
듈툍	g		ons included in lines		i			
ž Š		1a-1f \$	- 1 - 16		4,675			
<u>ة ت</u>	h	Total. Add line	s 1 a - 1 f	· · · · •	4,073			
e E				Business Code				
Program Serwce Revenue	2a	CONTINGENCY RE		525100	1,302,997,372	1,302,997,372		
22	Ь	LOGO ITEMS (NET	SALES)	900099	197,336	197,336		
2 0	C	PREMIUMS		525100	311,946	311,946		
33	d	MEMBERSHIP DUE	S AND ASSESSMENTS	900004	37,241,774	36,762,833	478,941	
Ē	е							
5	f	All other progra	am service revenue					
屳	g	Total. Add line	s 2a-2f		1,340,748,428			
	3		ome (including dividen		15,418,024			15,418,024
	4		ar amounts) stment of tax-exempt bond	, i	0			13,110,02
	5			proceeds •	636,365			636,36
		Royaldes :	(ı) Real	(II) Personal	, , , , , , , , , , , , , , , , , , ,			
	6a	Gross rents	(i) icai	(ii) i cisolidi				
	ь	Less rental						
	c	expenses Rental income	0	0				
		or (loss)	ma ar (lasa)		0			
	d	Net rental inco	me or (loss) (i) Securities	- . (II) O ther				
	7a	Gross amount	(i) Securities	(II) O tilei				
		from sales of assets other than inventory	349,580,000	3,500				
	Ь	Less cost or other basis and	300,480,080	1,009				
	c	sales expenses Gaın or (loss)	49,099,920	2,491				
	d		ss)	·	49,102,411			49,102,411
	8a		ī		, ,			
Other Revenue		events (not inc	luding s reported on line 1c)					
hei	ь	Less direct ex	penses b					
ರ	С		(loss) from fundraising	events 🛌	0			
	9a		rom gaming activities ne 19					
	ь	lace direct or	penses b					
	C		(loss) from gaming acti	vities ⊾ -	0			
		Gross sales of	i	- · · · ·				
		returns and allo	owances .					
			a	232,920				
	b		oods sold b	280,197	-47,277			-47,27
	С	Net income or Miscellaneou	(loss) from sales of inv		-47,277			-47,27
	11a			Business Code 541800	7,585		7,585	
	l .	ADVERTISING		900099	441,338		7,303	441,33
	b	MISCELLANE	<u> </u>	700039	771,330			
	C	A 11 - E-						
	d		ue	<u> </u>				
	e		s 11a-11d		448,923			
	12	Total revenue.	See Instructions .	🕨	1,406,311,549	1,340,269,487	486.526	65,550,861

Part IX Statement of Functional Expenses

	section 501(c)(3) and 501(c)(4) o	rganizations must complete all columns	All other organizations must complete column (A	()
--	-----------------------------------	--	---	----

	Check if Schedule O contains a response or note to any line in this	Part IX			<u> </u>
Do no 7b, 8l	ot include amounts reported on lines 6b, o, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States See Part IV, line 21	176,616			
2	Grants and other assistance to individuals in the United States See Part IV, line 22	93,947			
3	Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16	0			
4	Benefits paid to or for members	1,192,282,662			
5	Compensation of current officers, directors, trustees, and key employees	4,435,874			_
6	Compensation not included above, to disqualified persons (as defined under section $4958(f)(1)$) and persons described in section $4958(c)(3)(B)$	0			
7	Other salaries and wages	28,806,893			
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	6,953,398			
9	Other employee benefits	15,390,663			
10	Payroll taxes	2,565,082			
11	Fees for services (non-employees)				
а	Management	0			
b	Legal	1,424,210			
С	Accounting	759,724			
d	Lobbying	0			
е	Professional fundraising services See Part IV, line 17	0			
f	Investment management fees	275,034			
g	Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	4,388,508			
12	Advertising and promotion	21,227			
13	Office expenses	12,639,432			
14	Information technology	577,301			
15	Royalties	0			-
16	Occupancy	2,664,395			_
17	Travel	3,059,003			
18	Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19	Conferences, conventions, and meetings	329,566			
20	Interest	0			
21	Payments to affiliates	2,010,185			
22	Depreciation, depletion, and amortization	699,430			
23	Insurance	473,805			
24	Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O)				
а	HBP PROGRAM COSTS	25,845,746			
b	PCORI EXCISE TAX	2,511,752			
С	TAXES - OTHER	142,426			
d	TRAINING	70,689			
е	All other expenses	220,315			
25	Total functional expenses. Add lines 1 through 24e	1,308,817,883			
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation Check here ► ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

- (-	T X	Check if Schedule O contains a response or note to any line in this Part X			
			(A) Beginning of year		(B) End of year
	1	Cash-non-interest-bearing	0	1	0
	2	Savings and temporary cash investments	229,399,194	2	245,598,928
	3	Pledges and grants receivable, net	0	3	0
	4	Accounts receivable, net	36,486,217	4	54,349,382
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L	O	5	0
Assets	6	Loans and other receivables from other disqualified persons (as defined under section $4958(f)(1)$), persons described in section $4958(c)(3)(B)$, and contributing employers and sponsoring organizations of section $501(c)(9)$ voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L	0		0
	7	Notes and lane recovering not	0	7	649,219
	8	Notes and loans receivable, net	395,285	8	393,937
	9	Prepaid expenses and deferred charges	1,123,348	9	1,881,459
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D 10a 12,982,891	1,120,040	9	1,001,433
	ь	Less accumulated depreciation 10b 9,331,925	2,552,893	10c	3.650.966
	11	Investments—publicly traded securities	464,308,726	11	501,628,269
	12	Investments—other securities See Part IV, line 11	4,777,010	12	4,291,228
	13	Investments—program-related See Part IV, line 11	0	13	0
	14	Intangible assets	0	14	0
	15	Other assets See Part IV, line 11	116,392,455	15	113,073,606
	16	Total assets. Add lines 1 through 15 (must equal line 34)	855,435,128	16	925,516,994
	17	Accounts payable and accrued expenses	16,284,492	17	16,304,631
	18	Grants payable	0	18	10,304,031
	19	Deferred revenue	1,013,372	19	1,208,882
	20	Tax-exempt bond liabilities	0	20	1,200,002
			0		0
8	21	Escrow or custodial account liability Complete Part IV of Schedule D	0	21	0
Liabiliti	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified			
<u></u>		persons Complete Part II of Schedule L	0	22	0
_	23	Secured mortgages and notes payable to unrelated third parties	0	23	0
	24	Unsecured notes and loans payable to unrelated third parties	0	24	0
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D	394,064,814	25	423,207,233
	26	Total liabilities. Add lines 17 through 25	411,362,678	26	440,720,746
	20	Organizations that follow SFAS 117 (ASC 958), check here ► ✓ and complete lines 27 through 29, and lines 33 and 34.	111,002,010	20	110,120,110
Š	27	Unrestricted net assets	443,915,263	27	484,626,378
<u>।</u>	28	Temporarily restricted net assets	57,187	28	69,870
Fund Balance	29	Permanently restricted net assets	100,000	29	100,000
Ĭ	23	Organizations that do not follow SFAS 117 (ASC 958), check here ▶ ☐ and	100,000		100,000
Ē		complete lines 30 through 34.			
s or	30	Capital stock or trust principal, or current funds		30	
Assets	31	Paid-in or capital surplus, or land, building or equipment fund		31	
455	32	Retained earnings, endowment, accumulated income, or other funds		32	
Net /	33	Total net assets or fund balances	444,072,450	33	484,796,248
ź	34	Total liabilities and net assets/fund balances	855,435,128	34	925,516,994
		. otal nashries and net assets/fund balances	055,455,126	J4	323,310,334

Par	Reconcilliation of Net Assets Check if Schedule O contains a response or note to any line in this Part XI				
1	Total revenue (must equal Part VIII, column (A), line 12)	1		1,406,3	311,549
2	Total expenses (must equal Part IX, column (A), line 25)	2		1,308,8	317,883
3	Revenue less expenses Subtract line 2 from line 1	3			193,666
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))				
5	Net unrealized gains (losses) on investments	4		444,0	72,450
		5		-35,4	180,413
6	Donated services and use of facilities	6			
7	Investment expenses	7			
8	Prior period adjustments	8			
9	Other changes in net assets or fund balances (explain in Schedule O)	9		-21,7	289,455
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10			
Par	t XII Financial Statements and Reporting			,	
	Check if Schedule O contains a response or note to any line in this Part XII				. Г
				Yes	No
1	Accounting method used to prepare the Form 990 Cash Accrual Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O				
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		2a		No
	If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or review a separate basis, consolidated basis, or both	wed or	וו		
	Separate basis Consolidated basis Both consolidated and separate basis				
b	Were the organization's financial statements audited by an independent accountant?		2b	Yes	
	If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a sepa basis, consolidated basis, or both	rate			
	☐ Separate basis ☐ Both consolidated and separate basis				
С	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversigh audit, review, or compilation of its financial statements and selection of an independent accountant?	t of th	e 2c	Yes	
	If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	1			
За	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	9	3a		No
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the		3b		

Software ID: **Software Version:**

EIN: 53-0114650

Name: NATIONAL ASSOCIATION OF LETTER CARRIERS

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest

Form 990, Part VII - Compensation Compensated Employees, and Inde				ıru	ste	es, r	cey	empioyees, nigi	iest	
(A) Name and Title	(B) A verage hours per week (list any hours for related	Posit more th perso and a	ion (nan o n is b	ne booth a	ox, u an of trus	inless fficer tee)		(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and
	organizations below dotted line)	Individual trustae or director	Institutional Trustee	Officei	Ke) emplojee	Highest compensated employee	Former	2/1033-11130)	2/1033-11130)	related organizations
FREDRIC V ROLANDO	40 0	х		х				214,413	0	154,749
PRESIDENT JANE E BROENDEL	40 0	×		×				174,453	0	86,442
SECRETARY-TREASURER TIMOTHY C O'MALLEY	40 0	×		×				185,011	0	135,490
EXECUTIVE VICE-PRESIDENT LEW DRASS	40 0									
VICE PRESIDENT GEORGE C MIGNOSI	40 0	Х		X				167,676	0	47,038
VICE PRESIDENT (THRU 3/10/14)	400	х		Х				170,269	0	32,554
NICOLE RHINE ASST SECRETARY-TREASURER	40 0	x		x				177,413	0	41,988
BRIAN RENFROE DIRECTOR, CITY DELIVERY	40 0	х		х				85,535	0	12,484
MANUAL L PERALTRA JR DIRECTOR SAFETY & HEALTH	40 0	х		х				164,435	0	130,341
RON WATSON	40 0	х		х				128,819	0	20,092
BRIAN HELLMAN	34 0	х		×				144,475	25,495	35,406
DIRECTOR, HEALTH BENEFIT PLAN MYRA WARREN	6 0	×		X				0	170,606	57,284
DIRECTOR, LIFE INSURANCE LAWRENCE D BROWN JR	40 0 40 0									
CHAIRMAN, NATIONAL TRUSTEE MIKE GILL	40 0	X		X				35,965	0	1,906
NATIONAL TRUSTEE		×		Х				33,009	0	73,965
RANDALL L KELLER NATIONAL TRUSTEE	40 0	х		Х				39,044	0	-2,403
CHRISTOPER JACKSON NATL BUSINESS AGENT REGION 1	40 0	×		x				122,497	0	37,833
PAUL PRICE NATL BUSINESS AGENT REGION 2	40 0	х		х				122,325	0	47,355
NEAL TISDALE NATL BUSINESS AGENT REGION 3	40 0	х		х				122,303	0	43,964
ROGER W BLEDSOE NATL BUSINESS AGENT REGION 4	40 0	х		х				116,043	0	49,140
DANNY PITTMAN	40 0	х		х				120,690	0	42,690
PATRICK C CARROLL	40 0	х		×				121,148	0	37,551
NATL BUSINESS AGENT REGION 6 CHRIS WITTENBURG	40 0	x		X				131,627	0	36,568
NATL BUSINESS AGENT REGION 7 PETE MOSS	40 0									
NATL BUSINESS AGENT REGION 8 JUDY WILLOUGHBY	40 0	X		X				126,399	0	50,538
NATL BUSINESS AGENT REGION 9 KATHY BALDWIN	40 0	Х		Х				121,008	0	25,531
NATL BUSINESS AGENT REGION 10 DANIEL E TOTH	40 0	Х		Х				120,573	0	46,982
NATL BUSINESS AGENT REGION 11	400	Х		Х				120,219	0	45,603

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours	Posit more th perso and a	ion (d nan o n is b	ne b oth	ox, u an of	ınless fficer		(D) Reportable compensation from the organization (W-	(E) Reportable compensation from related organizations (W-	(F) Estimated amount of other compensation from the
	for related organizations below dotted line)	Individual trustae or director	Institutional Trustee	Officei	Key employee	Highest compensated	Forner	2/1099-MISC)	2/1099-MISC)	organization and related organizations
WILLIAM J LUCINI	40 0	х		x				120,454	0	47,880
NATL BUSINESS AGENT REGION 12								,		•
TIMOTHY W DOWDY	40 0	×		×				122,229	0	21,471
NATL BUSINESS AGENT REGION 13										
JOHN J CASCIANO	40 0	х		x				122,600	0	27,502
NATL BUSINESS AGENT REGION 14										
LARRY CIRELLI NATL BUSINESS AGENT REGION 15	40 0	x		x				123,021	0	55,997
JAMES W SAUBER	40 0									
EXECUTIVE ASSIST TO PRESIDENT						Х		162,703	0	94,531
NEIL BOWLING	40 0					,		105.025		45.055
DIRECTOR OF INFO TECHNOLOGY						X		105,825	0	45,055
BERNARD PERLMUTTER	37 6							102.462	6.540	25.022
ADMINISTRATOR - HEALTH PLAN	2 4					X		102,462	6,540	25,873

DLN: 93493033006275

OMB No 1545-0047

Open to Public **Inspection**

SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ Complete if the organization is described below. ▶ Attach to Form 990 or Form 990-EZ.

▶ See separate instructions. ▶ Information about Schedule C (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

If the organization answered "Yes" to Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations
 Complete Parts I-A and B Do not complete Part I-C
- ◆ Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- ◆ Section 527 organizations Complete Part I-A only

If the organization answered "Yes" to Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- ◆ Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)). Complete Part II-B. Do not complete Part II-A.

s" to Form 990 Part IV Line 5 (Proxy Tax) or Form 990-F7 Part V Line 35c (Proxy Tax) then

NA.	me of the organization FIONAL ASSOCIATION OF LETTER (CARRIERS			tification number
_	La de Consolato (Cillo		!' 504/-	53-0114650	
ŒЦ	Complete if the	e organization is exempt unde	r section 501(c	or is a section 527	organization.
1	Provide a description of th	ne organization's direct and indirect pol	itical campaign activ	rities in Part IV	
2	Political expenditures			▶	\$
3	Volunteer hours				
Par	t I-B Complete if the	e organization is exempt unde	r section 501(c)(3).	
1		xcise tax incurred by the organization		.	\$
2		xcise tax incurred by organization man		4955 ►	\$
3	•	d a section 4955 tax, did it file Form 4	_		⊤ Yes
- 4a	Was a correction made?	,	, _ , , , , , , , , , , , , , , , , , ,		☐ Yes ☐ No
b	If "Yes," describe in Part	IV			, 135 , 115
		e organization is exempt unde	r section 501(c), except section 50	1(c)(3).
1	•	expended by the filing organization for	•	•	\$
2	Enter the amount of the fil	Ing organization's funds contributed to	other organizations i	for section 527	
	exempt function activities		-	►	\$
3	Total exempt function exp	penditures Add lines 1 and 2 Enter he	e and on Form 1120	-POL, line 17b	\$
4	Did the filing organization	file Form 1120-POL for this year?			✓ Yes ✓ No
			(EIN) OF AIL SECTION 3) Z / ponticai organizations	s to which the hilling
	amount of political contrib	nts For each organization listed, enter outions received that were promptly and or a political action committee (PAC)	the amount paid from didirectly delivered to	o a separate political orga	funds Also enter the inization, such as a
	amount of political contrib	nts For each organization listed, enter outions received that were promptly and	the amount paid from didirectly delivered to	n the filing organization's for a separate political orga	funds Also enter the inization, such as a
	amount of political contrib separate segregated fund	nts For each organization listed, enter outions received that were promptly and or a political action committee (PAC)	the amount paid from I directly delivered to If additional space is	the filing organization's is a separate political organization of a separate political organization of the filing organization's funds If none, enter -	funds Also enter the inization, such as a tion in Part IV (e) Amount of politica contributions received and promptly and directly delivered to a separate political organization If none,
	amount of political contrib separate segregated fund (a) Name	nts For each organization listed, enter outlons received that were promptly and or a political action committee (PAC) (b) Address	the amount paid from didirectly delivered to If additional space is (c) EIN	the filing organization's is a separate political organization of a separate political organization of the filing organization's funds If none, enter -	funds Also enter the inization, such as a tion in Part IV (e) A mount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-
	amount of political contrib separate segregated fund (a) Name	nts For each organization listed, enter outlons received that were promptly and or a political action committee (PAC) (b) Address	the amount paid from didirectly delivered to If additional space is (c) EIN	the filing organization's is a separate political organization of a separate political organization of the filing organization's funds If none, enter -	funds Also enter the inization, such as a tion in Part IV (e) A mount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-
	amount of political contrib separate segregated fund (a) Name	nts For each organization listed, enter outlons received that were promptly and or a political action committee (PAC) (b) Address	the amount paid from didirectly delivered to If additional space is (c) EIN	the filing organization's is a separate political organization of a separate political organization of the filing organization's funds If none, enter -	funds Also enter the inization, such as a tion in Part IV (e) A mount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-
	amount of political contrib separate segregated fund (a) Name	nts For each organization listed, enter outlons received that were promptly and or a political action committee (PAC) (b) Address	the amount paid from didirectly delivered to If additional space is (c) EIN	the filing organization's is a separate political organization of a separate political organization of the filing organization's funds If none, enter -	funds Also enter the inization, such as a tion in Part IV (e) A mount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-
	amount of political contrib separate segregated fund (a) Name	nts For each organization listed, enter outlons received that were promptly and or a political action committee (PAC) (b) Address	the amount paid from didirectly delivered to If additional space is (c) EIN	the filing organization's is a separate political organization of a separate political organization of the filing organization's funds If none, enter -	funds Also enter the inization, such as a tion in Part IV (e) A mount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-

Sch	nedule C (Form 990 or 990-EZ) 2013					Page 2
Pä	art II-A Complete if the organization	is exempt under	section 501(c)(3) and file	ed Form 5768	
_	under section 501(h)).		Link in Doub TV an	- h - 66:1: - h - d		a adduces FIN
٠.	Check ► If the filing organization belongs to a expenses, and share of excess lobb		iist in Part IV ea	ch amiliated gro	up members nam	e, address, EIN,
3	Check ► ☐ If the filing organization checked bo		l" provisions app	ly		
	Limits on Lobbying E (The term "expenditures" means ar		l .)		(a) Filing organization's totals	(b) Affiliated group totals
La	Total lobbying expenditures to influence public o	pinion (grass roots lob	bying)			
ь	Total lobbying expenditures to influence a legisl	ative body (direct lobby	yıng)			
c	Total lobbying expenditures (add lines 1a and 1	Γ				
d	O ther exempt purpose expenditures	Γ				
e	Total exempt purpose expenditures (add lines 1					
f	Lobbying nontaxable amount Enter the amount is columns					
	If the amount on line 1e, column (a) or (b) is:	The lobbying nontax	able amount is:			
	Not over \$500,000	20% of the amount on lir	ne 1e			
	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the	e excess over \$500,0	00		
	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the	e excess over \$1,000	,000		
	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the	excess over \$1,500,0	000		
	Over \$17,000,000	\$1,000,000				
g	Grassroots nontaxable amount (enter 25% of lir	ue 1f)				
h	Subtract line 1g from line 1a If zero or less, ent	er-0-				
i	Subtract line 1f from line 1c If zero or less, ente	er - 0 -				
j	If there is an amount other than zero on either li section 4911 tax for this year?	ne 1h or line 1ı, did the	organization file	Form 4720 repo	orting	┌ Yes ┌ No
	(Some organizations that made a columns below. See t	he instructions fo	ection do not r lines 2a thro	havè to con ough 2f on p		ne five
	Lobbying Exp	enditures During	4-Year Avera ⊤	ging Period	1	1
	Calendar year (or fiscal year beginning in)	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) Total
2a	Lobbying nontaxable amount					
b	Lobbying ceiling amount (150% of line 2a, column(e))					
C	Total lobbying expenditures					
d	Grassroots nontaxable amount					

e Grassroots ceiling amount (150% of line 2d, column (e))

Grassroots lobbying expenditures

_	-	ion under section 501(h)).	(a	1)		(b)	
For e activ		elow, provide in Part IV a detailed description of the lobbying	Yes	No	-	moun	 it
1	legislation, including any attempt to infl through the use of	on attempt to influence foreign, national, state or local uence public opinion on a legislative matter or referendum,	ı				
a b c	Volunteers? Paid staff or management (include com Media advertisements?	pensation in expenses reported on lines 1c through 1i)?					
d	Mailings to members, legislators, or the	public?					
е	Publications, or published or broadcast	statements?					
f	Grants to other organizations for lobbyi	ng purposes?					
g	Direct contact with legislators, their sta	affs, government officials, or a legislative body?					
h i	Rallies, demonstrations, seminars, control Other activities?	ventions, speeches, lectures, or any similar means?					
j	Total Add lines 1c through 1:						
2a b	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?						
С	If "Yes," enter the amount of any tax in	curred by organization managers under section 4912					
d	If the filing organization incurred a sect	ion 4912 tax, did it file Form 4720 for this year?					
Par	t III-A Complete if the organia 501(c)(6).	zation is exempt under section 501(c)(4), section 5	501(c))(5),	or se	ectio	n
						Yes	No
1		ues received nondeductible by members?			1	Yes	<u> </u>
2		e lobbying expenditures of \$2,000 or less?		-	2		No
3		r lobbying and political expenditures from the prior year?	-04 ()		3		Νo
Pal		zation is exempt under section 501(c)(4), section 5 (a) BOTH Part III-A, lines 1 and 2, are answered " es."					
1	Dues, assessments and similar amount	s from members	1				
2	Section 162(e) nondeductible lobbying expenses for which the section 527(f)	and political expenditures (do not include amounts of political tax was paid).					
a	Current year		2a				
b	Carryover from last year		2b				
3	Total	5033(e)(1)(A) notices of nondeductible section 162(e) dues	2c				
4		line 2c exceeds the amount on line 3, what portion of the excess					
•		er to the reasonable estimate of nondeductible lobbying and					
	political expenditure next year?		4				
5	Taxable amount of lobbying and politica		5				
	art IV Supplemental Informa						
	ovide the descriptions required for Part I- rt II-B, line 1 Also, complete this part for	A , line 1 , Part l-B , line 4 , Part l-C , line 5 , Part II-A (affiliated grou any additional information	ıp lıst),	Part I	[-A, l	ine 2,	and
	Return Reference	Explanation					
PAR	, , , , , , , , , , , , , , , , , , ,	MOUNT EXPENDED FOR POLITICAL CAMPAIGN ACTIVITIES ESENTS THOSE COSTS ASSOCIATED WITH COMMUNICATIO				ATIO	N

201104410 3 (1 01111 3 3 0 01 3 3 0 12) 2 0 1 3		i age -i
Part IV Supplemental Information	on <i>(continued)</i>	
Return Reference	Explanation	

Schedule D (Form 990) 2013

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DLN: 93493033006275

OMB No 1545-0047

SCHEDULE D

(Form 990)

Department of the Treasury

Supplemental Financial Statements

► Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b ► Attach to Form 990. ► See separate instructions. ► Information about Schedule D (Form 990)

Open to Public

al Revenue Service and its insti	ructions is at <u>www.irs.gov/10/11/990</u> .	Inspect	ion
ame of the organization ITIONAL ASSOCIATION OF LETTER CARRIERS		Employer identification number	r
		53-0114650	
rt I Organizations Maintaining Donor A		unds or Accounts. Complete	e if the
organization answered "Yes" to Form 9	- 	425	
Total number at and of year	(a) Donor advised funds	(b) Funds and other accoun	nts
Total number at end of year			
Aggregate contributions to (during year) Aggregate grants from (during year)			
Aggregate value at end of year			
Did the organization inform all donors and donor ad	Lucare in writing that the access held in der		
funds are the organization's property, subject to the	e organization's exclusive legal control?	☐ Yes	┌ No
Did the organization inform all grantees, donors, an used only for charitable purposes and not for the be conferring impermissible private benefit?			┌ No
rt III Conservation Easements. Complete	e if the organization answered "Yes" t	o Form 990, Part IV, line 7.	
Purpose(s) of conservation easements held by the	organızatıon (check all that apply)		
Preservation of land for public use (e g , recreat	•	n historically important land area	
Protection of natural habitat	Preservation of a	certified historic structure	
Preservation of open space			
Complete lines 2a through 2d if the organization he	eld a qualified conservation contribution in	the form of a conservation	
easement on the last day of the tax year		Held at the End of the	Vaar
Total number of conservation easements		2a	<u>r car</u>
Total acreage restricted by conservation easement	ts	2b	
Number of conservation easements on a certified h		2c	
Number of conservation easements included in (c)	• •		
historic structure listed in the National Register		2d	
Number of conservation easements modified, trans	ferred, released, extinguished, or terminate	ed by the organization during	
the tax year ►			
Number of states where property subject to conser	vation easement is located ►		
Does the organization have a written policy regardi enforcement of the conservation easements it hold		dling of violations, and	┌ No
Staff and volunteer hours devoted to monitoring, ins	specting, and enforcing conservation easer	ments during the year	
A mount of expenses incurred in monitoring, inspec	ting, and enforcing conservation easement	s during the year	
► \$			
Does each conservation easement reported on line and section $170(h)(4)(B)(II)$?		☐ Yes	┌ No
In Part XIII, describe how the organization reports balance sheet, and include, if applicable, the text of the organization's accounting for conservation ease.	f the footnote to the organization's financia		
Complete if the organization answered		or Other Similar Assets.	
If the organization elected, as permitted under SFA works of art, historical treasures, or other similar a service, provide, in Part XIII, the text of the footno	ssets held for public exhibition, education,	or research in furtherance of publi	
If the organization elected, as permitted under SFA works of art, historical treasures, or other similar a service, provide the following amounts relating to the	S 116 (ASC 958), to report in its revenue ssets held for public exhibition, education,	statement and balance sheet	с
(i) Revenues included in Form 990, Part VIII, line	1	▶ \$	
(ii) Assets included in Form 990, Part X		 \$	
If the organization received or held works of art, his following amounts required to be reported under SF.		or financial gain, provide the	
Revenues included in Form 990, Part VIII, line 1	. <u>-</u>	▶ \$	
Assets included in Form 990, Part X		▶ \$	

Part	TIT Organizations Maintaining Co	niections of Art, n	IISLUI	cai ireasi	ares, or ou	<u>ner</u>	SIIIIIIai ASS	ets (co	muliiueu)
3	Using the organization's acquisition, access collection items (check all that apply)	ion, and other records,	check	any of the fol	lowing that ar	eas	ignificant use c	of its	
а	Public exhibition	C	ı [Loan or exc	:hange progra	ms			
b	Scholarly research	•	e	Other					
c	Preservation for future generations								
4	Provide a description of the organization's copart XIII	ollections and explain h	how the	y further the	organızatıon's	exe	mpt purpose ın		
5	During the year, did the organization solicit							_	_
	assets to be sold to raise funds rather than							Yes	No
Par	Escrow and Custodial Arrang Part IV, line 9, or reported an ar				n answered	"Yes	to Form 99	·U,	
1a	Is the organization an agent, trustee, custod included on Form 990, Part X?	dian or other intermedia	ary for o	contributions	or other asse	ts no	t	Yes	┌ No
b	If "Yes," explain the arrangement in Part XI	II and complete the fol	lowing	table					
						+	Amo	unt	
C	Beginning balance					.c			
d	Additions during the year				1	d			
е	Distributions during the year					e			
f	Ending balance				1	f			
2a	Did the organization include an amount on F	orm 990, Part X, line 2	1?				Γ	Yes	∏ No
b	If "Yes," explain the arrangement in Part XI	II Check here if the ex	planati	on has been	provided in Pa	rt XI	II		Γ
Pai	rt V Endowment Funds. Complete								
		(a)Current year	(b) Prior	year b (c)	Two years back	(d) Th	ree years back (e) Four y	ears back
1a	Beginning of year balance								
Ь	Contributions								
С	Net investment earnings, gains, and losses								
d	Grants or scholarships								
e	Other expenditures for facilities and programs								
f	Administrative expenses								
g	End of year balance								
2	Provide the estimated percentage of the cur	rent year end balance ((lıne 1g	, column (a))	held as				
а	Board designated or quasi-endowment 🕨								
ь	Permanent endowment ►								
c	Temporarily restricted endowment ▶								
	The percentages in lines 2a, 2b, and 2c sho								
За	The percentages in lines 2a, 2b, and 2c sho	uld equal 100%							
	Are there endowment funds not in the posse		on that	are held and	administered :	for th	e		
	Are there endowment funds not in the posse organization by	ssion of the organizatio	on that	are held and	administered [.]	for th	e	Yes	No
	Are there endowment funds not in the posse organization by (i) unrelated organizations	ssion of the organization				for th	3a(i)		No
L	Are there endowment funds not in the posse organization by (i) unrelated organizations	ssion of the organization				for th	3a(i)		No
	Are there endowment funds not in the posse organization by (i) unrelated organizations	ssion of the organization	 n Sche	 dule R? .		for th	3a(i)		No
4	Are there endowment funds not in the posse organization by (i) unrelated organizations	ssion of the organization	 n Scheo wment f	 dule R? . unds			3a(i) 3a(ii) 3b)	
4	Are there endowment funds not in the posse organization by (i) unrelated organizations	ssion of the organization	 n Scheo wment f	 dule R? . unds			3a(i) 3a(ii) 3b)	
4	Are there endowment funds not in the posse organization by (i) unrelated organizations	ssion of the organization	 n Sche wment f orgar	 dule R? . unds	wered 'Yes'	to Fo	3a(i) 3a(ii) 3b	t IV, lii	
4 Par	Are there endowment funds not in the posse organization by (i) unrelated organizations	ssion of the organization	 n Sche wment f orgar	dule R? dunds nization ans	wered 'Yes'	to Fo	3a(i) 3a(ii) 3b 0rm 990, Par	t IV, lii	ne
Par	Are there endowment funds not in the posse organization by (i) unrelated organizations	ssion of the organization	 n Sche wment f orgar	dule R? dunds nization ans	wered 'Yes'	to Fo	3a(i) 3a(ii) 3b 0rm 990, Par	t IV, lii	ne
Par	Are there endowment funds not in the posse organization by (i) unrelated organizations	ssion of the organization	 n Sche wment f orgar	dule R? dunds nization ans	wered 'Yes'	to Fo	3a(i) 3a(ii) 3b 0rm 990, Par	(d) Bo	ne ook value
1a l b E	Are there endowment funds not in the posse organization by (i) unrelated organizations	ssion of the organization	 n Sche wment f orgar	dule R? dunds nization ans	wered 'Yes' (b)Cost or oth basis (other)	to Former	3a(i) 3a(ii) 3b orm 990, Par (c) Accumulated depreciation	t IV, III	ne ook value
1a l b f	Are there endowment funds not in the posse organization by (i) unrelated organizations	ssion of the organization	 n Sche wment f orgar	dule R? dunds nization ans	wered 'Yes' (b)Cost or oth basis (other)	to Former	a(i) 3a(ii) 3b orm 990, Par (c) Accumulated depreciation	(d) Bc	ne

See Form 990, Part X, line 12. (a) Description of security or category	(b)Book value	(c) Method of valuation
(including name of security)		Cost or end-of-year market value
(1)Financial derivatives (2)Closely-held equity interests		
Other		
Total. (Column (b) must equal Form 990, Part X, col (B) line 12)	F	
Part VIII Investments—Program Related.	Complete if the organizatio	n answered 'Yes' to Form 990, Part IV, line 110
See Form 990, Part X, line 13.		-
(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Total. (Column (b) must equal Form 990, Part X, col (B) line 13)	<u> </u>	
Part IX Other Assets. Complete if the organizate (a) Des		0, Part IV, line 11d See Form 990, Part X, line 15 (b) Book value
(1) PREMIUMS DUE & ACCRUED	CTIPLION	109,976,014
(2) ACCRUED INTEREST & DIVIDENDS		2,816,814
(3) DUE FROM RELATED ENTITIES		263,152
(4) DEPOSITS		17,626
Total. (Column (b) must equal Form 990, Part X, col.(B) line	. 15)	
		to Form 990, Part IV, line 11e or 11f. See
Form 990, Part X, line 25.		, ,
1 (a) Description of liability	(b) Book value	
Federal income taxes	0	
OPM SPECIAL RESERVE	146,270,161	
BENEFITS INCURRED BUT UNPAID	144,489,785	
POSTRETIREMENT BENEFITS	118,113,076	
DUE TO BRANCHES & STATES	5,839,221	
INTERCOMPANY PAYABLE	5,830,899	
UNREALIZED LOSS ON SECURITIES LENDING	2,664,091	
Total. (Column (b) must equal Form 990, Part X, col (B) line 25)	423,207,233	

FINANCIALS

ON FORM 990

PART XII, LINE 2D - EXPENSES

INCLUDED ON FINANCIALS, NOT

Par		Revenue per Audited Financial Sta wered 'Yes' to Form 990, Part IV, line		nts With Revenue	per R	eturn Complete ıf
1	_	er support per audited financial statements			1	1,371,508,728
2	Amounts included on line 1 bi	ut not on Form 990, Part VIII, line 12				
а		tments	2a	-35,480,413		
ь	<u>-</u>	acılıtıes	2b	, ,		
c		S	2c			
d)	2d	602,793		
e	Add lines 2a through 2d				2e	-34,877,620
3	J				3	1,406,386,348
4		0, Part VIII, line 12, but not on line 1	-			
a		luded on Form 990, Part VIII, line 7b.	4a			
b	·)	4b	-74,799		
c	,			,	4c	-74,799
5		d 4c. (This must equal Form 990, Part I, line			5	1,406,311,549
		xpenses per Audited Financial St			_	
		nswered 'Yes' to Form 990, Part IV, lin			5 PC.	Rotarin Complete
1	Total expenses and losses pe	r audited financial statements			1	1,310,903,005
2	A mounts included on line 1 bu	it not on Form 990, Part IX, line 25				
а	Donated services and use of f	acılıtıes	2a			
b	Prior year adjustments		2b		1	
c	Otherlosses		2c		1	
d	Other (Describe in Part XIII)		2d	2,085,122	1	
e	Add lines 2a through 2d		•		2e	2,085,122
3	Subtract line 2e from line 1 .				3	1,308,817,883
4	A mounts included on Form 99	0, Part IX, line 25, but not on line 1:				
а	Investment expenses not incl	uded on Form 990, Part VIII, line 7b	. 4a			
ь	Other (Describe in Part XIII)		4b			
c			-		4c	
5		nd 4c. (This must equal Form 990, Part I, lii			5	1,308,817,883
Part	XIII Supplemental In					
Prov Part	ide the descriptions required fo	r Part II, lines 3, 5, and 9, Part III, lines 1a , lines 2d and 4b, and Part XII, lines 2d and				de any additional
	Return Reference	Explanation				
	X, LINE 2 - FIN 48 NOTE	Accounting principles generally accepted evaluate income tax positions taken and an uncertain position that more likely that Internal Revenue Service Management h that as of March 31, 2014 there are no un require accrual of a liability in the consoli Building Corporation are subject to routin no audits in progress for any tax periods income tax examinations for years prior to	accrue n not w as eva ncertai dated f e audit Manag	an income tax liability if ould not be sustained up luated the income tax point positions taken or expirancial statements. The solutions the taxing jurisdictions ement believes the Unio	the or oon exa esitions ected t Unior , howe n is no	ganization has taken immation by the staken and concluded to be taken that would in, the Plan and the ver, there are currently
INCL	XI, LINE 2D - REVENUES JDED ON FINANCIALS, NOT DRM 990	\$ 602,793 REVENUES - RELATED ORGA				
	XI, LINE 4B - REVENUES JDED ON FORM 990, NOT ON	\$ (74,799) Net Cafeteria Operations refle	ected i	n COGS		

\$ 74,799 NET cafeteria operations moved to COGS \$ 2,010,323 EXPENSES - RELATED

ORGANIZATION ------ \$ 2,085,122 ========

•	<u> </u>	
Part XIII	Supplemental Info	ormation (continued)
Ret	turn Reference	Explanation

Schedule D (Form 990) 2013

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DLN: 93493033006275

2013

OMB No 1545-0047

(Form 990)

Grants and Other Assistance to Organizations, Governments and Individuals in the United States

Department of the Treasury nternal Revenue Service	·	-	Attach to Form 990	i 990, Part 1V, line 21 or ions is at <u>www.i<i>rs.go</i>v/</u>			oen to Public Inspection
lame of the organization		,	•			Employer identification	on number
NATIONAL ASSOCIATION OF L	ETTER CARRIERS					53-0114650	
Part I General Informa	ntion on Grants and	l Assistance					
 Does the organization maint the selection criteria used to Describe in Part IV the organization 	o award the grants or as:	sıstance? .					Г Yes Г।
				United States. Con rt II can be duplicate			es" to
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of gra or assistance
See Addıtıonal Data Table							
2 Enter total number of sectio	n 501(c)(3) and governr	nent organizations list	ed in the line 1 table .				6

PART I, LINE 2 - MONITOR

GRANT USE

(a)Type of grant or assistance

(b)Number of

(f)Description of non-cash assistance

Part III Grants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(d) A mount of

FOR THE WILLIAM C DOHERTY AND JOHN T DONELON SCHOLARSHIPS, THE AWARD WINNERS MUST FORWARD A TRANSCRIPT OF THEIR GRADES TO THE NALC SCHOLARSHIP COMMITTEE AT THE END OF EACH SCHOOL YEAR ADDITIONALLY, ANY CHANGE OF SCHOOLS OR

(e) Method of valuation (book

(c) A mount of

(a) type of grant or assistance		recipients	cash grant	non-cash assistance	FMV, appraisal, other)	(r)Description of non-cash assistance
(1) JOHN T DONELON SCHOLARSH	HIPS	4	6,000			
(2) WILLIAM C DOHERTY SCHOLARSHIPS		20	83,947			
(3) Letter Carrier Heroes of the Year		6	4,000			
Part IV Supplemental Info	ormatio	n. Provide the infor	mation required in Pa	art I, line 2, Part III,	column (b), and any other	addıtıonal ınformatıon.
Part IV Supplemental Information. Provide the information required in Part I, line 2, Part III, column (b), and any other additional information. Return Reference Explanation						

COURSE OF STUDY MUST BE DONE ONLY WITH THE PERMISSION OF THE NALC SCHOLARSHIP COMMITTEE

Schedule I (Form 990) 2013

Additional Data

Software ID:

Software Version:

EIN: 53-0114650

Name: NATIONAL ASSOCIATION OF LETTER CARRIERS

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ECONOMIC POLICY INSTITUTE 1333 H STREET NW SUITE 300 EAST TOWER WASHINGTON,DC 20005	52-1368964	501(C)(3)	40,000				GENERAL SUPPORT

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States								
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance	
AMERICAN RIGHTS AT WORK 1616 P ST NW STE 150 WASHINGTON,DC 20036	45-0518844	501(C)(4)	25,000				GENERAL SUPPORT	

form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States								
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance	
NATIONAL DEMOCRATIC CLUB 30 IVY STREET SE WASHINGTON, DC 20003	53-0233594	501(c)(7)	6,000				GENERAL SUPPORT	

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States									
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance		
WORKERS INDEPENDENT NEWS 520 UNIVERSITY AVE STE 320 MADISON,WI 53703	34-2032314		10,000				GENERAL SUPPORT		

form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States									
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance		
CENTER FOR AMERICAN PROGRESS 1333 H STREET NW WASHINGTON,DC 20005	30-0126510	501(C)(3)	10,000				GENERAL SUPPORT		

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States										
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance			
INQUIRING SYSTEMS INC 21885 BONNESS ROAD SONOMA,CA 95476	94-2524840	501(C)(3)	10,000				GENERAL SUPPORT			

Form 990, Schedule 1, Part II, Grants and Other Assistance to Governments and Organizations in the United States										
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance			
CONGRESSIONAL BLACK CAUCUS FOUNDATION INC 1720 MASS AVE NW WASHINGTON,DC 20036	52-1160561	501(C)(3)	10,000				DINNER EVENT			

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States										
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	cash valuation		(f) Method of valuation on-cash assistance ook, FMV, appraisal, other)				
UNITED LABOR AGENCY OF NEVADA 1201 N DECATUR BLVD LAS VEGAS,NV 89108	88-0344011	501(C)(3)	10,000				GENERAL SUPPORT			

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States										
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	cash	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance			
UNION PLUS EDUCATION FOUNDATION 1100 FIRST STREET NE WASHINGTON,DC 20002	38-3647522	501(C)(3)	25,000				SCHOLARSHIP FUND			

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DLN: 93493033006275

OMB No 1545-0047

Schedule J (Form 990)

Department of the Treasury

Internal Revenue Service

For certain Officers, Directors, Trustees, Key Employees, and Highest **Compensated Employees**

► Complete if the organization answered "Yes" to Form 990, Part IV, line 23. ► Attach to Form 990. ► See separate instructions.

Compensation Information

▶ Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.

Open to Public Inspection

Name of the organization NATIONAL ASSOCIATION OF LETTER CARRIERS **Employer identification number**

53-0114650

Pa	rt I Questions Regarding Compensation						
					Yes	No	
1a	Check the appropriate box(es) if the organization prov 990, Part VII, Section A, line 1a Complete Part III						
	First-class or charter travel	Γ	Housing allowance or residence for personal use				
	Travel for companions		Payments for business use of personal residence				
	▼ Tax idemnification and gross-up payments		Health or social club dues or initiation fees				
	Discretionary spending account	Γ	Personal services (e g , maid, chauffeur, chef)				
b	If any of the boxes in line 1a are checked, did the org reimbursement or provision of all of the expenses des			1b	Yes		
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?						
			,,	2	Yes		
3	Indicate which, if any, of the following the filing organ organization's CEO/Executive Director Check all the used by a related organization to establish compensa	at appl	y Do not check any boxes for methods				
	Compensation committee	Γ	Written employment contract				
	Independent compensation consultant		Compensation survey or study				
	Form 990 of other organizations	Γ	Approval by the board or compensation committee				
4	During the year, did any person listed in Form 990, P or a related organization	art VII	I, Section A, line 1a with respect to the filing organization				
а	Receive a severance payment or change-of-control p	aymen	nt?	4a		Νo	
b	Participate in, or receive payment from, a supplement	tal non	qualified retirement plan?	4b		Νo	
c	Participate in, or receive payment from, an equity-ba	sed co	mpensation arrangement?	4c		Νo	
	If "Yes" to any of lines 4a-c, list the persons and pro	vide th	ne applicable amounts for each item in Part III				
	Only 501(c)(3) and 501(c)(4) organizations only mus	t com	plete lines 5-9.				
5	For persons listed in Form 990, Part VII, Section A, compensation contingent on the revenues of						
а	The organization?			5a			
	Any related organization?			5b			
	If "Yes," to line 5a or 5b, describe in Part III						
6	For persons listed in Form 990, Part VII, Section A, compensation contingent on the net earnings of	lıne 1a	, did the organization pay or accrue any				
а	The organization?			6a			
ь	Any related organization?			6b			
	If "Yes," to line 6a or 6b, describe in Part III						
7	For persons listed in Form 990, Part VII, Section A, payments not described in lines 5 and 6? If "Yes," de			7			
8	Were any amounts reported in Form 990, Part VII, pa						
	subject to the initial contract exception described in						
	ın Part III			8	<u> </u>		
9	If "Yes" to line 8, did the organization also follow the section 53 $4958\text{-}6(c)$?	rebutt	able presumption procedure described in Regulations	9			

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

Note. The sum of columns (B)(1)-(111) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual

(A) Name and Title	(B) Breakdown o	f W-2 and/or 1099-MI	SC compensation	(C) Retirement and	(D) Nontaxable	(E) Total of	(F) Compensation
	(i) Base compensation	(ii) Bonus & ıncentıve compensatıon	(iii) Other reportable compensation	other deferred compensation	benefits	columns (B)(ı)-(D)	reported as deferred in prior Form 990
See Additional Data Table							

Schedule J (Form 990) 2013

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II

Also complete this part for any additional information

Return Reference	Explanation
PART I, LINE 1A - TAX GROSS UP PAYMENT	THE TAX GROSS UP PAYMENT CONSISTS OF PAYROLL TAXES ON TAXABLE BENEFITS INCLUDED AS COMPENSATION
•	\$1,247,376 OF THE AMOUNT IN THIS COLUMN REPRESENTS THE ANNUAL INCREASE IN ACTUARIAL VALUE OF A QUALIFIED DEFINED BENEFIT PLAN, AS CALCULATED BY THE PLAN ACTUARY THIS DOES NOT REPRESENT ACTUAL CASH OUTLAYS

Schedule J (Form 990) 2013

Software ID: Software Version:

EIN: 53-0114650

Name: NATIONAL ASSOCIATION OF LETTER CARRIERS

Form 990, Schedule J,	Part I	I - Officers, Direc	ctors, Trustees, K ϵ	y Employees, and	Highest Compens	sated Employees	,	
(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred	(D) Nontaxable	(E) Total of columns	(F) Compensation
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation	compensation	benefits	(B)(ı)-(D)	reported in prior Form 990 or Form 990-EZ
FREDRIC V ROLANDO PRESIDENT	(ı) (ıı)			15,705	143,700 0	11,049 0	369,162 0	0
JANE E BROENDEL SECRETARY- TREASURER	(1) (11)			15,579	75,393 0	11,049 0	260,895 0	0
TIMOTHY C O'MALLEY EXECUTIVE VICE- PRESIDENT	(I) (II)			15,620	124,441	11,049 0	320,501 0	0
LEW DRASS VICE PRESIDENT	(I) (II)			12,782	47,038 0	0	· · · · · · · · · · · · · · · · · · ·	0
GEORGE C MIGNOSI VICE PRESIDENT (THRU 3/10/14)	(1) (11)			15,099	32,554 0	0	202,823 0	0
NICOLE RHINE ASST SECRETARY- TREASURER	(I) (II)			15,457	37,026 0	4,962 0	219,401	0
MANUAL L PERALTRA JR DIRECTOR SAFETY & HEALTH	(1) (11)			13,639	119,717 0	10,624 0	294,776 0	0
BRIAN HELLMAN DIRECTOR, HEALTH BENEFIT PLAN	(1) (11)			12,337 2,177	30,095 5,311	0	1 ' 1	
MYRA WARREN DIRECTOR, LIFE INSURANCE	(I)			15,985	48,419 0	0 8,865	, 1	
CHRISTOPER JACKSON NATL BUSINESS AGENT REGION 1	(I) (II)			8,825	32,871 0	4,962 0	160,330 0	0
PAUL PRICE NATL BUSINESS AGENT REGION 2	(1) (11)			8,823	36,094 0	11,261 0	169,680 0	0
NEAL TISDALE NATL BUSINESS AGENT REGION 3	(1) (11)			8,822	39,002 0	4,962 0	1	1
ROGER W BLEDSOE NATL BUSINESS AGENT REGION 4	(1) (11)			8,732	38,091 0	11,049 0	165,183 0	0
DANNY PITTMAN NATL BUSINESS AGENT REGION 5	(I) (II)			8,799	42,690 0	0	163,380 0	0
PATRICK C CARROLL NATL BUSINESS AGENT REGION 6	(I) (II)			8,806	37,551 0	0	158,699 0	0
CHRIS WITTENBURG NATL BUSINESS AGENT REGION 7	(I) (II)			8,804	31,606 0	4,962 0	1	0
PETE MOSS NATL BUSINESS AGENT REGION 8	(I) (II)			8,882	39,489 0	11,049 0	176,937 0	0
KATHY BALDWIN NATL BUSINESS AGENT REGION 10	(I) (II)			8,798	46,982 0	0	167,555 0	0
DANIELE TOTH NATL BUSINESS AGENT REGION 11	(I) (II)			8,792	34,554 0	11,049 0	165,822 0	0
WILLIAM J LUCINI NATL BUSINESS AGENT REGION 12	(I)	111,658 0		8,796	47,880 0	0	168,334 0	0

Form 990, Schedule J, F	Part I	I - Officers, Direct	tors, Trustees, Ke	y Employees, and	Highest Compens	sated Employees		
(A) Name		(B) Breakdown of	W-2 and/or 1099-MI	SC compensation	(C) Deferred	(D) Nontaxable	(E) Total of columns	(F) Compensation
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) O ther compensation	compensation	benefits	(B)(ı)-(D)	reported in prior Form 990 or Form 990-EZ
JOHN J CASCIANO NATL BUSINESS AGENT REGION 14	(I) (II)	113,773 0		8,827	27,502 0	0	150,102 0	0
LARRY CIRELLI NATL BUSINESS AGENT REGION 15	(I) (II)	114,188 0		8,833	44,948 0	11,049 0	179,018 0	0
JAMES W SAUBER EXECUTIVE ASSIST TO PRESIDENT	(I) (II)	162,703 0			94,531 0	0	257,23 4 0	0
NEIL BOWLING DIRECTOR OF INFO	(ı)	105,825 0			30,403	14,652	150,880	0

TECHNOLOGY

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DLN: 93493033006275

Employer identification number

OMB No 1545-0047

Open to Public Inspection

Schedule L

(Form 990 or 990-EZ)

Department of the Treasury Internal Revenue Service

Name of the organization

Transactions with Interested Persons

► Complete if the organization answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.

► Attach to Form 990 or Form 990-EZ. ► See separate instructions. ▶Information about Schedule L (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

Enter the amount of tax incurred by organization managers or disqualified persons during the year under section 4958							Ó, Part IV, line	n 501(c)(4) (25a or 25b, (e 40b	
Enter the amount of tax incurred by organization managers or disqualified persons during the year under section 4958														rrecte
Enter the amount of tax, if any, on line 2, above, reimbursed by the organization					persor	n and organı	zation						Yes	N
Enter the amount of tax, if any, on line 2, above, reimbursed by the organization														_
Enter the amount of tax, if any, on line 2, above, reimbursed by the organization														_
Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26, or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22 Name of (b) (c) (d) Loan to or from the erson with organization? Relationship with organization? To From Prom Prom Prom Prom Prom Prom Prom P	4958 .								he year	unde	F \$	<u> </u>		_
Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26, or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22 Name of (b) (c) (d) Loan to or from the erson with organization? Relationship with organization? To From Prom Prom Prom Prom Prom Prom Prom P														
Name of rested erested erested or from the organization? Co								'. line 38a. or	Form 9	90. Pa	art IV . lı	ne 26	or if the	e
Relationship with organization? To From To Fro										,		,		
To From Yes No Y	org	janization re	ported an an	ount on			•				•			
Grants or Assistance Benefitting Interested Persons. Complete if the organization answered "Yes" on Form 990, Part IV, line 27. Name of interested person and the (c) A mount of assistance (d) Type of assistance (e) Purpose of assistance	Name of erested	(b) Relations with	(c) Purpose Ioan	(d) of orf	Form 9 Loan t from th	990, Part X <u>,</u> :o e	(e)Original principal	(f)Balance			Approv by board or		(i)W	Vritten
Grants or Assistance Benefitting Interested Persons. Complete if the organization answered "Yes" on Form 990, Part IV, line 27. Name of interested person interested person and the (c) A mount of assistance (d) Type of assistance (e) Purpose of assistance	Name of rested	(b) Relations with	(c) Purpose Ioan	(d) or f orga	Form 9 Loan t from th nizatio	990, Part X, co e n?	(e)Original principal	(f)Balance	defaul	t?	Approv by board or commit	ttee?	(i)W	Vritten
Grants or Assistance Benefitting Interested Persons. Complete if the organization answered "Yes" on Form 990, Part IV, line 27. Name of interested person interested person and the (c) A mount of assistance (d) Type of assistance (e) Purpose of assistance	Name of rested	(b) Relations with	(c) Purpose Ioan	(d) or f orga	Form 9 Loan t from th nizatio	990, Part X, co e n?	(e)Original principal	(f)Balance	defaul	t?	Approv by board or commit	ttee?	(i)W	Vritten
Grants or Assistance Benefitting Interested Persons. Complete if the organization answered "Yes" on Form 990, Part IV, line 27. Name of interested person interested person and the (c) A mount of assistance (d) Type of assistance (e) Purpose of assistance	Name of rested	(b) Relations with	(c) Purpose Ioan	(d) or f orga	Form 9 Loan t from th nizatio	990, Part X, co e n?	(e)Original principal	(f)Balance	defaul	t?	Approv by board or commit	ttee?	(i)W	Vritten
Grants or Assistance Benefitting Interested Persons. Complete if the organization answered "Yes" on Form 990, Part IV, line 27. Name of interested person interested person and the (c) A mount of assistance (d) Type of assistance (e) Purpose of assistance	Name of rested	(b) Relations with	(c) Purpose Ioan	(d) or f orga	Form 9 Loan t from th nizatio	990, Part X, co e n?	(e)Original principal	(f)Balance	defaul	t?	Approv by board or commit	ttee?	(i)W	Vritten
Grants or Assistance Benefitting Interested Persons. Complete if the organization answered "Yes" on Form 990, Part IV, line 27. Name of interested person interested person and the (c) A mount of assistance (d) Type of assistance (e) Purpose of assistance	Name of rested	(b) Relations with	(c) Purpose Ioan	(d) or f orga	Form 9 Loan t from th nizatio	990, Part X, co e n?	(e)Original principal	(f)Balance	defaul	t?	Approv by board or commit	ttee?	(i)W	Vritten
Grants or Assistance Benefitting Interested Persons. Complete if the organization answered "Yes" on Form 990, Part IV, line 27. Name of interested person interested person and the (c) A mount of assistance (d) Type of assistance (e) Purpose of assistance	Name of rested	(b) Relations with	(c) Purpose Ioan	(d) or f orga	Form 9 Loan t from th nizatio	990, Part X, co e n?	(e)Original principal	(f)Balance	defaul	t?	Approv by board or commit	ttee?	(i)W	Vritten
Complete if the organization answered "Yes" on Form 990, Part IV, line 27. Name of interested person and the (c) Amount of assistance person (d) Type of assistance (e) Purpose of assistance	Name of rested	(b) Relations with	on (c) Purpose loan	t of or forga	Form 9 Loan t from th nizatio	990, Part X, co e n?	(e)Original principal	(f)Balance	defaul	t?	Approv by board or commit	ttee?	(i)W	Vritter
Name of interested person and the (c) A mount of assistance (d) Type of assistance (e) Purpose of assistance	Name of erested erson	(b) Relations with organizati	(c) Purpose loan on	(d) or forga	Form 9 Loan t from th nizatio	P90, Part X, P00 P00 P100 P100 P100 P100 P100 P100	(e)Original principal amount	(f)Balance	defaul	t?	Approv by board or commit	ttee?	(i)W	Vritten
person interested person and the	Name of erested erson	(b) Relations with organizati	on (c) Purpose loan on	(d) or f orga To Benefit	Form 9 Loan t from th nizatio	P90, Part X, P00 Part X, P00 Part X, P10 P	(e)Original principal amount	(f)Balance due	Yes	t?	Approv by board or commit	ttee?	(i)W	Vritten
	Name of erested erson TITE Gra	(b) Relations with organizati	on (c) Purpose loan on ssistance ne organiza	To Benefit	Form 9 Loan t from th nızatıo	From Interested "Yes" on	(e)Original principal amount	(f)Balance due	Yes	No	A pprov by board or commit Yes	No	Yes	Vritten ement
	Name of erested erson TITE Gra Coo	(b) Relations with organizati	on (c) Purpose loan on Ssistance ne organiza (b) Relatio interested	To Benefit tion ans nship bei person ai	Form 9 Loan t from th nızatıo tting: swere tween	From Interested "Yes" on	(e)Original principal amount	(f)Balance due	Yes	No	A pprov by board or commit Yes	No	Yes	Vritten ement
	Name of erested erson TIII Gra Coo	(b) Relations with organizati	on (c) Purpose loan on Ssistance ne organiza (b) Relatio interested	To Benefit tion ans nship bei person ai	Form 9 Loan t from th nızatıo tting: swere tween	From Interested "Yes" on	(e)Original principal amount	(f)Balance due	Yes	No	A pprov by board or commit Yes	No	Yes	Vritten ement
	Name of erested erson TITE Gra Coo	(b) Relations with organizati	on (c) Purpose loan on Ssistance ne organiza (b) Relatio interested	To Benefit tion ans nship bei person ai	Form 9 Loan t from th nızatıo tting: swere tween	From Interested "Yes" on	(e)Original principal amount	(f)Balance due	Yes	No	A pprov by board or commit Yes	No	Yes	Vritten ement
	Name of erested erson TITE Gra Coo	(b) Relations with organizati	on (c) Purpose loan on Ssistance ne organiza (b) Relatio interested	To Benefit tion ans nship bei person ai	Form 9 Loan t from th nızatıo tting: swere tween	From Interested "Yes" on	(e)Original principal amount	(f)Balance due	Yes	No	A pprov by board or commit Yes	No	Yes	Vritten ement
	Name of erested erson TIII Gra Coo	(b) Relations with organizati	on (c) Purpose loan on Ssistance ne organiza (b) Relatio interested	To Benefit tion ans nship bei person ai	Form 9 Loan t from th nızatıo tting: swere tween	From Interested "Yes" on	(e)Original principal amount	(f)Balance due	Yes	No	A pprov by board or commit Yes	No	Yes	Vritten ement

Part IV Business Transactions Complete if the organiza			a 28a 28h or 28c		
(a) Name of interested person	(b) Relationship between interested person and the organization	(c) A mount of transaction	(d) Description of transaction	(e) Sh organiz reven	f zatıon's
				Yes	No
(1) SEAN CROSBIE	SEE PART V	56,327	WAGES		No
(2) GENEVA KUBAL	SEE PART V	84,824	WAGES		No
		_			

Part V Supplemental Information

Provide additional information for responses to questions on Schedule L (see instructions)

Return Reference	Explanation
, , , , ,	FAMILY MEMBER OF JANE E BROENDEL, SECRETARY-TREASURER OF NALC FAMILY MEMBER OF BRIAN HELLMAN, HEALTH BENEFIT PLAN DIRECTOR OF NALC

Schedule L (Form 990 or 990-EZ) 2013

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SCHEDULE 0

(Form 990 or 990-EZ)

Department of the Treasury

Internal Revenue Service

As Filed Data -

DLN: 93493033006275

OMB No 1545-0047

2013

Open to Public
Inspection

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

F Attach to Form 990 or 990-E2

► Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

Name of the organization
NATIONAL ASSOCIATION OF LETTER CARRIERS

53-0114650

Return Reference	Explanation
PART VI, SECTION A, LINE 6 - MEMBERSHIP OF ORGANIZATION	Membership shall be

Return Reference	Explanation
PART VI, SECTION A, LINE 7A - ELECTION OF TRUSTEES AND OFFICERS	Every four (4) years, nominations for officers of the Union shall be called by the Chairperson of the Convention on the third day (Wednesday) of the Convention. The Chair shall call for nominations from the floor for each national office separately. Any delegate may nominate an eligible member for anyone of the following national offices. President, Executive Vice President, Vice President, Secretary Treasurer, Assistant Secretary-Treasurer, Director of City Delivery, Director of Safety and Health, Director of Life Insurance, Director of Health Benefits, Director of Retired Members, and a three member Board of Trustees Nominations of fifteen (15) National Business Agents shall be separately by NALC Regions. Only delegates from the appropriate NALC Region may nominate candidates for the position of National Business Agent for such Region. The new ly-elected officers shall assume their offices as soon after 45 days from the date of the certification of results by National Election Committee as is practicable. As soon as practicable after the Convention at which nominations for National Officers have been made, the National Secretary-Treasurer shall furnish to the National Election Committee a list of all members eligible to vote. To be so eligible, a member must be in good standing as of June 1 of the election year. There shall be one membership-wide ballot issued in each of the fifteen (15) NALC Regions authorized and established elsewhere in this Constitution reflecting the names of all nominees for the positions of President, Executive Vice President, Vice President, Secretary-Treasurer, Assistant Secretary-Treasurer, Director of City Delivery, Director of Safety and Health, Director of Life Insurance, Director of Health Benefits, Director of Retired Members, three members of the Board of Trustees, and the names of all nominees for the position of National Business Agent for one of the fifteen (15) NALC Regions. The National Election Committee shall then be responsible for mailing ballots to all eligible membe

Return Reference	Explanation
PART VI, SECTION A, LINE 7B - DECISIONS OF GOVERNING BODY	Each Branch having twenty (20) or less members shall be entitled to one delegate and one vote in the National Convention Branches having more than twenty (20) members shall be entitled to one delegate and one vote for each twenty (20) members or fraction thereof. Each State Association shall be Entitled to two Delegates-at-Large. National Officers and Delegates-at-Large shall each be entitled to one vote only. The delegates from any Branch present at the National Convention shall be allowed to cast the whole number of votes to which the Branch is entitled, provided such delegates agree unanimously as to who among them shall cast such vote. In case of disagreement, the delegates in attendance shall be entitled to such number of whole votes as can be divided equally among them each pro rata. The number of members for whom per capita tax is paid to the National Association for the term beginning October 1 prior to each Biennial Convention shall determine the number of votes and delegates to which the Branch is entitled at such Convention.

Return Reference	Explanation
PART VI, SECTION B, LINE 11B - REVIEW PROCESS OF FORM 990	THE COMPLETED FORM 990 IS REVIEWED BY THE ORGANIZATION'S SECRETARY-TREASURER TO THE PRESIDENT AND LEGAL COUNSEL PRIOR TO SIGNATURE AND FILING

Return Reference	Explanation
PART VI, SECTION B, LINES 15A & 15B- COMPENSATION OF OFFICERS AND TRUSTEES	THE SALARIES FOR THE PRESIDENT, EXECUTIVE VICE PRESIDENT, VICE PRESIDENT, SECRETARY-TREASURER, ASSISTANT SECRETARY-TREASURER, DIRECTOR OF CITY DELIVERY, DIRECTOR OF SAFETY AND HEALTH, DIRECTOR OF LIFE INSURANCE, DIRECTOR OF HEALTH BENEFITS AND DIRECTOR OF RETIRED MEMBERS ARE SET FORTH IN THE NALC CONSTITUTION (ACCESSIBLE ON NALC'S WEBSITE), LAST AMENDED AT THE 2012 CONVENTION THE CONSTITUTION STATES THE PER ANNUM SALARY AMOUNT, EFFECTIVE DATE OF THE AMOUNT, PROVIDES FOR FUTURE SALARY ADJUSTMENTS THAT ARE MADE IN LINE WITH THE SAME PERCENTAGE GIVEN TO TOP GRADE LETTER CARRIERS THE TRUSTEES ARE PAID AN EQUAL SUM PER YEAR THE SELECTED CHAIRPERSON OF THE BOARD IS TO RECEIVE AN ADDITIONAL AMOUNT PER YEAR FOR HIS SERVICE AS CHAIRPERSON THE TRUSTEES ARE ALSO ENTITLED TO FUTURE SALARY ADJUSTMENTS THAT ARE MADE IN LINE WITH THE SAME PERCENTAGE GIVEN TO TOP GRADE LETTER CARRIERS

Return Reference	Explanation
PART VI, SECTION C, LINE 19 - AVAILABILITY OF GOVERNING DOCUMENTS AND F/S	THE ORGANIZATION DOES NOT GENERALLY MAKE ITS GOVERNING DOCUMENTS AND FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC, EXCEPT AS MAY BE REQUIRED UNDER APPLICABLE FEDERAL LAW THE NALC CONSTITUTION IS AVAILABLE ON NALC'S WEBSITE UNDER FACTS AND HISTORY

Return Reference	Explanation
PART VII, SECTION A, LINE 1A, COLUMN F- OTHER COMPENSATION	\$1,402,150 OF COLUMN F REPRESENTS THE ANNUAL INCREASE IN ACTUARIAL VALUE OF A QUALIFIED DEFINED BENEFIT PLAN, AS CALCULATED BY THE PLAN ACTUARY THESE AMOUNTS REPORTED ARE NOT ACTUAL OUTLAYS OF COMPENSATION TO THE DIRECTORS

Return Reference	Explanation
·	\$ 16,285,129 POSTRETIREMENT-RELATED CHANGES \$(37,574,584) INCREASE IN OPM SPECIAL RESERVE

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SCHEDULE R (Form 990)

Department of the Treasury

Internal Revenue Service

Name of the organization

Related Organizations and Unrelated Partnerships

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
 Attach to Form 990.
 See separate instructions.
 Information about Schedule R (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

Employer identification number

DLN: 93493033006275

2013

Open to Public Inspection

NATIONAL ASSOCIĂTION OF LETTER CARRIERS				53-011	4650			
Part I Identification of Disregarded Entities Com	nplete if the organization	n answered "Yes" oi	n Form 990, P	•				
(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year asse		(f) Direct controlling entity		
Part II Identification of Related Tax-Exempt Organizations during	ng the tax year.		_					
(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code se	ection Public chai (if section !	rity status	(f) Direct controlling entity	Section (13) co	
(1) NALC ANNUITY TRUST FUND	PENSION FUND	DC	401(A)			NALC	Yes	
20547 WAVERLY COURT								
ASHBURN, VA 20149 52-6038252								
(2) NALC COMMITTEE ON LETTER CARRIERS POLITI	POLITICAL ORG	DC	527			NALC	Yes	T
100 INDIANA AVE NW								
WASHINGTON, DC 20001 52-1269023								
(3) NALC HEALTH BENEFIT PLAN FOR EMPLOYEES	BENEFIT PLAN	VA	501(C)(9)			NALC	Yes	T
20547 WAVERLY COURT								
ASHBURN, VA 20149 54-1875242								
(4) NALCREST FOUNDATION INC	RETIRE CTR	FL	501(C)(4)			NALC	Yes	T
PO BOX 6359								
NALCREST, FL 33856 59-1004167								
(5) UNITED STATES LETTER CARRIERS MUTUAL BEN	BENEFIT FUND	TN	501(C)(5)			NALC	Yes	T
100 INDIANA AVE NW								
WASHINGTON, DC 20001 62-0476257								
(6) NALC BUILDING CORPORATION	HOLDING CO	DC	501(C)(2)			NALC	Yes	T
100 INDIANA AVE NW								
WASHINGTON, DC 20001 53-0114650								

(a) Name, address, and EIN of related organization		(b) Primary activit	(c) Legal domicile (state or foreign country)	entity	(e) Predominant income(related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end-of-year assets		prtionate	(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	Gene man part	j) eral or aging :ner?	(k) Percentag ownersh
					314)			Yes	No]	Yes	No	
V Identification of Related Org								were	d "Yes	" on Form	990,	Part	IV,
(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)		(d) Direct controllin entity	(e) Type of entit (C corp, S corp, or trust)	g Type of entity Share of (C corp, S incom		(g) Share of end- of-year assets		(h) Percentage ownership		i) on 512 (13) rolled tity?	!
					1				_		Yes		No
					_	+			_				+

12		Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule	ered "Yes" on Form	990, Part IV, line	e 34, 35b, or 36.		Yes	No
1 F		he tax year, did the orgranization engage in any of the following transactions with one or more r	alatad arganizations lie	stad in Parts II-IV2	•			
	_	upt of (i) interest (ii) annuities (iii) royalties or (iv) rent from a controlled entity	erated organizations in	stea III i arts 11-1 v .		1a		No
		grant, or capital contribution to related organization(s)				1b		No
	•	grant, or capital contribution from related organization(s)				1c		No
		s or loan guarantees to or for related organization(s)				1d	Yes	
		s or loan guarantees by related organization(s)				1e		No
	; Loans	s of loan guarantees by related organization(s)				-		
f	Divid	ends from related organization(s)				1f		No
g	Sale	of assets to related organization(s)				1 g		No
h	ı Purci	nase of assets from related organization(s)				1h		No
i	Excha	inge of assets with related organization(s)				1i		No
j	Lease	of facilities, equipment, or other assets to related organization(s)				1j		No
k	c Leas	e of facilities, equipment, or other assets from related organization(s)				1k	Yes	
ı	Perfor	mance of services or membership or fundraising solicitations for related organization(s)				11	Yes	
n	n Perfor	mance of services or membership or fundraising solicitations by related organization(s)				1m		No
n	S harır	g of facilities, equipment, mailing lists, or other assets with related organization(s)				1n	Yes	
o	S hari	ng of paid employees with related organization(s)				10	Yes	
p	Reim	bursement paid to related organization(s) for expenses				1р	Yes	
q	l Reim	bursement paid by related organization(s) for expenses				1q	Yes	
r	Other	transfer of cash or property to related organization(s)				1r	Yes	
s	Othe	transfer of cash or property from related organization(s)				1s		No
2	 If the	answer to any of the above is "Yes," see the instructions for information on who must complete	this line, including co	vered relationships	and transaction thresholds			
		(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining am	nount	ınvolved	
L) I	NALC ANN	UITY TRUST FUND	R	6,817,825	ACTUARY			
2)	NALC HEA	LTH BENEFIT PLAN FOR EMPLOYEES	R	7,813,979	PREMIUM BILLING			
3) (UNITED S	TATES LETTER CARRIERS MUTUAL BENEFIT	R	182,535	PREMIUM BILLING			
111	NAIC COL	IMITTEE ON LETTED CARDIED'S DOLEduc	D	149 265	IN-KIND			

Part VI Unrelated Organizations Taxable as a Partnership Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships

revenue) that was not a related organization. See instructions i													
(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512- 514)		(e) all partners section 501(c)(3) anizations?	(f) Share of total Income	(g) Share of end-of-year assets	(h) Disproprtiona allocations ⁷	_	(i) Code V ² UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?	_	(k) Percentage ownership
			314)	Yes	No			Yes	No		Yes	No	
												1	
													_
			<u> </u>				l					<u> </u>	

Schedule R (Form 990) 2013

Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R (see instructions)

Return Reference Explanation

Schedule R (Form 990) 2013

Software ID: **Software Version:**

EIN: 53-0114650

Name: NATIONAL ASSOCIATION OF LETTER CARRIERS

Form 990, Schedule R, Part II - Identification of Rela	ated Tax-Exempt Or	ganizations					Į.
Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c) (3))	(f) Direct controlling entity	Section (b)(1 contro enti	on 512 (13) rolled
						Yes	No
(1) NALC ANNUITY TRUST FUND	PENSION FUND	DC	401(A)	T	NALC	Yes	\[\big \]
20547 WAVERLY COURT ASHBURN, VA 20149 52-6038252							
(1) NALC COMMITTEE ON LETTER CARRIERS POLITI	POLITICAL ORG	DC	527	T	NALC	Yes	_
100 INDIANA AVE NW WASHINGTON, DC 20001 52-1269023							
(2) NALC HEALTH BENEFIT PLAN FOR EMPLOYEES	BENEFIT PLAN	VA	501(C)(9)		NALC	Yes	
20547 WAVERLY COURT ASHBURN, VA 20149 54-1875242							
(3) NALCREST FOUNDATION INC	RETIRE CTR	FL	501(C)(4)		NALC	Yes	
PO BOX 6359 NALCREST, FL 33856 59-1004167							
(4) UNITED STATES LETTER CARRIERS MUTUAL BEN	BENEFIT FUND	TN	501(C)(5)		NALC	Yes	
100 INDIANA AVE NW WASHINGTON, DC 20001 62-0476257							
(5) NALC BUILDING CORPORATION	HOLDING CO	DC	501(C)(2)		NALC	Yes	
100 INDIANA AVE NW WASHINGTON, DC 20001 53-0114650							