

2016 Biennial Report of the Finance Committee

CWA

**Communications Workers of America
September 20-21, 2016
Washington, DC**

September 21, 2016

Dear Sisters and Brothers:

Your Finance Committee met in Washington, D.C. on September 20 and 21, 2016, to review the 2015-2016 expenses and the 2016-2017 CWA Operating Budget. Every supporting document requested was made available to us. The committee also reviewed the Consolidated Financial Statements for the period ending May 31, 2015, prepared by the Certified Public Accounting firm of Calibre CPA Group. The Auditors conducted their audit in accordance with generally accepted accounting principles. In the accountant's opinion, the financial statements fairly present, in all material respects, the financial position of the Communications Workers of America, AFL-CIO, CLC as of May 31, 2015.

The Finance Committee carefully reviewed expenses paid out during the 2015-2016 fiscal year and would like to acknowledge the efforts of the Districts, Sectors, and Divisions that were able to stay within their Administrative budgets. The committee also reviewed the paid expenses within those Administrative Units which were more than 1% over their budget allocations. The Committee then met with, or received communications from, representatives of CWA District 1, CWA District 2-13, CWA District 3, CWA District 6, NABET, and Public Health and Education Workers and was satisfied with each of the explanations. The majority of the expenses were due to lengthy bargaining, including but not limited to, hotel meeting rooms and last minute travel. It is imperative that we continue to find ways to efficiently bargain contracts in the most effective and productive ways possible. During our discussions with various District and Sector Vice Presidents, they shared creative ways that these bargaining challenges are being addressed and planned for in the future. We would also like to recognize those Administrative Units that were able to keep their expenses within their allocations despite those challenges. The committee also recognizes the continued effort that the National has taken to try and help solidify our financial position through cost containment while maintaining necessary service to our membership.

During the Verizon strike of 2016, more than 26,000 of our CWA members were assisted with strike and medical payments. Over the seven-week period, more than \$54 million dollars from the MRF were distributed to 41 Locals. We would like to acknowledge the efforts of our Secretary-Treasurer Sara Steffens and her staff, along with the representatives of the Marco Consulting Group. Through their partnership, all necessary funds were processed as seamlessly as possible. This proved to have minimum negative impact on our striking members.

Within the past year, the Finance and Membership department continued with the roll out of the new Concur system. This program has allowed the full time and part time employees to go paperless for expense reimbursements. It has also incorporated the part time payroll; allowing for the removal of duplicate keying. The Finance and Membership department also moved forward with offering ACH as the preferred method of payment for all employees and vendors. Implementing this change has enabled the department to send the payment remittance advice slips through email rather than mailing through the postal service. This change alone has saved numerous hours of people power and has allowed for a significant decrease in the department's postage cost.

The Finance Committee makes the following recommendations to further work with our budgetary challenges:

- Although steps taken by the Executive Board have improved the Union's financial position, we need to continue to closely monitor spending to ensure that our income forecasts match our cash flow and that our expenses do not exceed income, including closely monitoring contributions to the CWA pension on behalf of CWA employees.
- Each Administrative Unit must continue to keep their expenses within their generated dues' income and budget allocations with further recognition of the need for all Units to contribute to the ongoing programs and administration of the National Union.
- All Locals must be in compliance with the CWA Constitution which requires timely remittance of dues payments. This committee would like to recognize and acknowledge the decrease in the number of delinquent Locals and the effort that they have put forth to bring their dues current. However, there continues to be Locals with delinquencies that are non-employer related. The committee recommends that the Secretary-Treasurer take the steps necessary to ensure these Locals fulfill their obligation.
- Labor is continuously being attacked with denial of both agency shop and the rights to organize. It is now more important than ever that each Administrative Unit and Local continue to aggressively pursue organizing, both internally and externally, and that, as stated in the CWA Constitution Article XIII – Locals, Section 9 (t); To maintain an active organizing program and budget monies to support the Local's effort as well as assisting the Union in reaching a goal of 10% of resources to be spent on growth.
- The Finance Committee acknowledges the ongoing increase in cost associated with negotiating collective bargaining agreements. We recommend that the CWA leadership, at all levels, review our process and develop ways to minimize our expenses (such as negotiations with hotels) without diminishing our ability to achieve good agreements. We also recommend that CWA Executive Board investigate providing additional funds to Districts and Sectors during large contract negotiations.
- We recommend that CWA and the Executive Board consider opportunities to combine conferences, trainings and meetings to reduce travel costs.
- Any Administrative Unit, whose expenses exceed more than one percent of their budget allocation, must provide a reasonable explanation for the cause of the overage to the Finance Committee and if necessary, should be prepared to present that explanation to the committee or the convention delegates.

CWA has made great strides in addressing the recommendations from previous finance committees, including setting balanced budgets and living within our means. Organizing has allowed us to stabilize our membership numbers and bring union representation to new industries. Our membership has grown by nearly 2% over the past fiscal year.

The 2016-2017 Finance Committee would like to thank President Christopher Shelton, Secretary-Treasurer Sara Steffens, Assistant to the Secretary-Treasurer Elizabeth Wilks, and their staff for their time and efforts in aiding the committee in the review, development and preparation of this year's report.

The committee also wishes to thank representatives in all CWA Districts, National Units, and Headquarters for their ongoing efforts to achieve the financial targets outlined in the 2016-2017 budget.

In Solidarity,

Frank Tallarine, Secretary-Treasurer, CWA Local 1106 (Chair)
Jodie Moore, Secretary-Treasurer, CWA Local 2204
Evelyn Smith, Secretary-Treasurer, CWA Local 6222
Robert Santucci, President, CWA Local 3806

**2016 Biennial Report of the
Finance Committee
September 2016**

Explanation of CWA Funds

There are six funds, all of which were examined and reported on by independent auditors for the period ending May 31, 2015. A copy of the report has been reviewed by the Executive Board and Committee.

The Funds are as follows:

1. General Fund
2. Defense Fund
3. Members' Relief Fund
4. Strategic Industry Fund
5. Building Fund
6. Pension Fund

General Fund

The General Fund is the fund from which the International operates. All the income money which comes to CWA is handled through the General Fund. The status of this fund is reported monthly to the Executive Board and monitored by the Secretary-Treasurer's office.

Defense Fund

The Defense Fund was established by the 1952 Convention and began to operate in September of 1952. Income to the Defense Fund is derived from membership dues and equivalent payers in the amount of \$.50 each month. Income is deposited in the Defense Fund account as dues reports are processed.

During the 2013 CWA Convention, delegates approved for existing monies currently in the Defense Fund to be distributed into the seven existing Strategic Industry Fund silos (Telecom, Media, Manufacturing, Passenger Service, Public/Health Care, Public Workers without the right to strike, and AFA). Funds are apportioned to the seven silos based on membership.

Locals whose membership pays into the MRF/SIF no longer contribute \$0.50 per member.

Locals whose membership does not pay into the MRF/SIF continue to contribute \$0.50 per member. These monies are directed into their respective silo each month.

Robert Lilja Members' Relief Fund

The Robert Lilja Members' Relief Fund (RLMRF) was established by 1990 Convention action. The purpose of the fund serves as relief for strikers, locked-out members, victims of collective bargaining strategies and other approved mobilization actions. The opening balance of the RLMRF on June 1, 2015, was \$454,691,196. In the year from June 1, 2015,

to May 31, 2016, there were earnings of \$227,346 or 0.05%. As well, there were \$53,754,459 paid in strike advances, COBRA payments, and strike line maintenance. This resulted in a balance of \$399,694,736 in the RLMRF on May 31, 2016.

Income to the Robert Lilja Members' Relief Fund is derived from membership dues and equivalent payers in an amount equal to .15% per month of minimum dues (1/4 hour) of those eligible to strike. Income is deposited into the Members' Relief Fund account as dues reports are processed. Income and expenditures from the fund are reviewed by the Defense Fund Oversight Committee according to the rules established by Convention action.

Effective September 1, 2006, all RLMRF contributions are being credited to the Strategic Industry Fund unless the RLMRF fund balance falls below the established floor created by 2006 Convention action. The RLMRF floor is \$377,484,108. If the RLMRF fund falls below the established floor, all contributions will revert back to the RLMRF until it reaches the established floor. When the RLMRF reserves reach \$500,000,000, the floor will be raised to \$400,000,000.

Strategic Industry Fund

The Strategic Industry Fund (SIF) was established by 2006 Convention action to finance major large scale campaigns to increase CWA bargaining power.

The SIF is a restricted fund, requiring a majority vote of the Executive Board and approval of the Defense Fund Oversight Committee before expenditures are made. The market value of the fund as of May 31, 2016, was \$64,880,621.

Growth Fund

At the 74th CWA Convention held in April 2013, the delegates approved the Defense Fund Oversight Committee's recommendation to establish a new Growth Fund. This new fund will allow CWA to search for better ways to change the course of movement for the company and the nation. Beginning and going forward with the annual investment earnings from the 2012 calendar year, one half of annual investment earnings from the RLMRF will be invested in building CWA's ability to fight for economic justice for members through this new fund. The market value of the fund as of May 31, 2016, was \$19,036,980.

The Defense Fund Oversight Committee's responsibilities are expanded to include participation with the Executive Board in the approval and evaluation of requests submitted for this new fund.

Building Fund

By Executive Board action in January 2006, the Building Fund was established for the purpose of recording the assets, liabilities, expenses, and income associated with the headquarters building property. As of May 31, 2016, the unrestricted net assets were \$93,438,862.

On May 31, 2016, the market value of the plan was \$173,815,257.

CWA Plan for Employees Pensions and Death Benefits Fund

This fund provides for CWA employees' retirement benefits. A periodic actuarial review is made of the CWA Pension and Death Benefit Trust Fund where our contribution is adjusted to meet CWA obligations. Like several other pension plans, the plan's investments suffered many losses as a result of the overall decline in the economy and the markets in 2008 and 2015. Annual contributions to the plan are necessary and are growing in dollar value.

The CWA Pension Fund was established in 1951 as a separate trust. It is a defined benefit pension plan substantially covering all employees other than PPMWS employees. On January 1, 2006, the IUE Pension Plan was merged with the CWA Plan for Employees Pensions and Death Benefits.

On May 31, 2016, the market value of the plan was \$173,815,257.

Financial State of the Union

This committee realizes that with ever increasing financial burdens and with causes needing the Union's attention, coupled with a continued uncertain economy, we must be continuously vigilant of cost overruns. This year each administrative unit must operate not only within their authorized budget, but also within the dues income they generate, as well as contributing to the ongoing programs and expenses of the overall Union.

Salaries – Elected Officials

Each year it is the committee's responsibility to review salary changes for our elected officials. The committee's previous recommendation of a salary increase that is commensurate with the negotiated agreements held with the CWA employee unions was used.

Staff Complement

The committee had recommended that only staff positions that are currently filled or have received approval, are to be filled at the time of this report. Requests to fill all staff positions must be made to the Budget Committee and authorized by the Executive Board.

The 2016 – 2017 Budget

The committee reviewed and considered the Report of the Budget Committee as adopted by the Executive Board of the Union. The 2016 – 2017 fiscal year budget used the following projections in calculating the income increase of 1% in membership, and a decrease of 1% in per capita dues. Although we continue to organize more members, the expected delay in first contract affects the projection of income.

The calculated estimate of overall income of the Union for the 2016-2017 CWA Operating Budget is \$93,245,624.

As in the past, we recommend the Executive Board use this budget as a positive guide and make every effort to operate within the actual income of the Union during the period represented by this budget.

The approved budget follows as:

Exhibit A (Communications Workers of America – Operating Budget) and
Exhibit B (Administrative Units Budget)

A more detailed explanation of each item in the budget may be found on pages 11-14.

| Communications Workers of America - Operating Budget | | | |
|--|---|----------------------|----------------------|
| 2016-2017 | | | |
| | | 2015-2016 | 2016-2017 |
| <u>Income</u> | | | |
| | Dues - Members and Agency Fee Payers | \$ 88,784,286 | \$ 88,195,624 |
| | HQ Building | 2,000,000 | 3,550,000 |
| | Other Income | 1,500,000 | 1,500,000 |
| | Total Income | \$ 92,284,286 | \$ 93,245,624 |
| <u>Expenses</u> | | | |
| <u>National Programs</u> | | | |
| 029 | Organizing Fund | 4,925,000 | 4,925,000 |
| 030 | Community Action | 150,000 | 150,000 |
| 031 | Legal Admin Unit Litigation & Misc. | 600,000 | 625,000 |
| 032 | Convention | 250,000 | 200,000 |
| 034 | Committees, Conf, Human Rights & Board Mtgs | 440,000 | 440,000 |
| 038 | Taxes | 780,000 | 500,000 |
| 039 | Affiliation Dues - AFL-CIO & Other | 3,588,406 | 3,588,406 |
| 040 | Contingency | 1,562,046 | 2,012,557 |
| 043 | Information Systems | 850,000 | 700,000 |
| 045 | Communications (CWA News & PR) | 1,400,000 | 1,400,000 |
| 145 | Digital Media Operations | 175,000 | 235,000 |
| 046 | Professional Services | 570,000 | 570,000 |
| 047 | International | 30,000 | 30,000 |
| 048 | Education | 170,000 | 170,000 |
| 061A | Retiree Benefits (Health Care, Insurance) | 7,000,000 | 7,000,000 |
| 061B | Insurance - Other (Workers Comp., etc) | 997,500 | 997,500 |
| 064 | Staff Moves | 150,000 | 150,000 |
| 066 | CWANET Training | 100,000 | 100,000 |
| 225 | MRF Loan | - | 1,527,156 |
| | Total General Budget | \$ 23,737,952 | \$ 25,320,619 |
| <u>Administrative Units</u> | | | |
| A1 | Salaries - Officer & Staff | 24,048,551 | 24,056,835 |
| A2 | Salaries - Full Time/Other | 9,753,692 | 9,985,057 |
| A3 | Employee Benefits (Non-Pension) | 8,581,497 | 8,512,973 |
| A4 | Employee Taxes | 3,133,029 | 3,098,722 |
| A5 | Employee Pension | 3,453,083 | 3,405,189 |
| B1 | Office Occupancy | 6,275,779 | 5,516,297 |
| B2 | Staff Expenses | 4,066,580 | 4,062,182 |
| B3 | Administrative Operations | 4,798,864 | 4,830,834 |
| B4 | Legal | 4,435,260 | 4,456,917 |
| | Total Administrative Units | \$ 68,546,334 | \$ 67,925,005 |
| | Total Budgeted Expenses | \$ 92,284,286 | \$ 93,245,624 |
| | Total Income | \$ 92,284,286 | \$ 93,245,624 |
| | Surplus/(Deficit) | (0) | (0) |

Administrative Units Budget

2016-2017

| District & National Units | Updated | | Updated | | | | | Total Personnel Expenses | Total Office Admin. Expenses | Total Admin Unit Expenses | | |
|---------------------------|---------------|----------------------|-------------------|-----------------|-------------------|------------|------------------|--------------------------|------------------------------|---------------------------|------------|------------|
| | A-1 | A-2 | A-3 | A-4 | A-5 | B-1 | B-2 | | | | B-3 | B-4 |
| | Salaries: O&S | Salaries: FT & Other | Emp Benefits: 25% | Emp Taxes: 9.1% | Emp. Pension: 10% | | Office Occupancy | Staff Expenses | Administrative Operations | Legal | | |
| District 1 | 3,570,485 | 778,089 | 1,087,143 | 395,720 | 434,857 | 6,266,295 | 1,089,117 | 532,920 | 802,574 | 2,005,845 | 4,430,456 | 10,696,750 |
| District 2-13 | 1,669,436 | 456,806 | 531,560 | 193,488 | 212,624 | 3,063,914 | 347,615 | 254,600 | 211,023 | 491,145 | 1,304,383 | 4,368,297 |
| District 3 | 2,158,972 | 610,170 | 692,285 | 251,992 | 276,914 | 3,990,333 | 251,434 | 341,400 | 354,932 | 305,546 | 1,253,312 | 5,243,645 |
| District 4 | 1,779,722 | 404,599 | 546,080 | 198,773 | 218,432 | 3,147,607 | 287,378 | 271,960 | 271,082 | 10,000 | 840,420 | 3,988,027 |
| District 6 | 1,883,285 | 449,492 | 583,194 | 212,283 | 233,278 | 3,361,531 | 507,517 | 281,420 | 264,518 | 756,722 | 1,810,177 | 5,171,708 |
| District 7 | 1,802,760 | 446,572 | 562,333 | 204,689 | 224,933 | 3,241,287 | 144,923 | 289,320 | 203,478 | 246,951 | 884,672 | 4,125,959 |
| District 9 | 1,469,735 | 512,717 | 495,613 | 180,403 | 198,245 | 2,856,714 | 533,231 | 219,880 | 287,669 | 118,590 | 1,159,370 | 4,016,084 |
| PPMWS-CWA | 320,980 | 54,992 | 93,993 | 34,213 | 37,597 | 541,775 | 20,299 | 68,380 | 15,918 | 76,435 | 181,032 | 722,807 |
| IUE-CWA | 3,043,849 | 435,876 | 869,931 | 316,655 | 347,973 | 5,014,284 | 49,090 | 579,880 | 246,268 | 99,010 | 974,248 | 5,988,533 |
| TNG-CWA | 1,149,888 | 246,615 | 349,126 | 127,082 | 139,650 | 2,012,362 | 162,533 | 226,750 | 170,579 | 262,823 | 822,684 | 2,835,046 |
| NABET -CWA | 767,367 | 107,150 | 218,629 | 79,581 | 87,452 | 1,260,179 | 60,613 | 162,360 | 138,516 | 82,625 | 444,114 | 1,704,292 |
| T&T | 607,748 | 172,944 | 195,173 | 71,043 | 78,069 | 1,124,977 | 132,015 | 88,900 | 70,279 | 1,225 | 292,419 | 1,417,397 |
| Public Wkrs | 359,351 | 65,794 | 106,286 | 38,688 | 42,515 | 612,635 | 62,855 | 64,330 | 24,952 | - | 152,137 | 764,772 |
| Total | 20,583,579 | 4,741,815 | 6,331,348 | 2,304,611 | 2,532,539 | 36,493,892 | 3,648,619 | 3,382,100 | 3,061,788 | 4,456,917 | 14,549,424 | 51,043,316 |
| Headquarters | 3,473,256 | 5,243,242 | 2,181,624 | 794,111 | 872,650 | 12,564,884 | 1,867,678 | 680,082 | 1,769,046 | - | 4,316,806 | 16,881,689 |
| Grand Total | 24,056,835 | 9,985,057 | 8,512,973 | 3,098,722 | 3,405,189 | 49,058,776 | 5,516,297 | 4,062,182 | 4,830,834 | 4,456,917 | 18,866,230 | 67,925,005 |

Explanation of National Programs
Exhibit A

Organizing (029)

We must continue our internal and external organizing efforts in order for CWA to remain an effective organization. The salaries of permanent Organizing Coordinators are included in line item A1 of their Administrative unit. All organizer expenses are charged to the Organizing account.

Community Action (030)

This allocation allows CWA to respond to a small percentage of the meaningful requests we receive from community and civic organizations, programs, and activities dedicated to the welfare of all citizens.

CWA upholds membership and serves on executive boards of a number of organizations. Fees associated with these activities are included in this budget allocation.

Legal Administration Unit Litigation and Miscellaneous (031)

Our legal costs continue to be a significant part of our budget. A portion of these expenses are budgeted to the Administrative unit section. This allocation is for the remainder of our legal expenses.

Convention (032)

This allocation includes funding for the biennial convention, including auditorium and meeting room rental and setup, printing of verbatim reports and other convention materials, postage, wages, and expenses of convention committees.

Committees, Conferences & Executive Board Meetings (034)

Permissible expenses are associated with meetings of the Union's Executive Board including travel expenses of Executive Board members and others required to be in attendance. If required, the cost of the meeting room is also included. The budget allocation further includes a provision for committee meetings and conference expenses. Expenses for the Minority Leadership Institute in the amount of \$40,000 have been moved out of the Education Budget line into this line. The allocation does not cover expenses of these attendees for committee meetings and conference expenses unless authorized by the President of the Union.

Taxes (038)

This allocation covers non-related payroll taxes, such as the costs of district building and personal property taxes.

Affiliation Dues (039)

This allocation is for affiliation dues paid to organizations such as the AFL-CIO Departments, Union Network International, IAPTA, International Metal Workers, International Federation of Journalists, and others.

Contingency (040)

The purpose of this account is to provide for unexpected and unknown costs or those expenses that cannot be budgeted to appropriate accounts at the time the budget is prepared.

Information Systems (043)

This budget item reflects the costs of office automation, internal communication networks, training, and updating of equipment in the headquarters and district offices.

Communications (045)

This account includes the funding of the CWA News, which is mandated by Article XXVI of the CWA Constitution. The allocation includes the cost of printing and postage and is also used for the Union's publicity and public relations program which brings the story of the Communications Workers of America to the public through the mass media of radio, TV, newspaper, and social media.

Digital Media Operations (145)

This allocation will pay for ongoing recurring expenses related to our digital media operations, such as hosting fees for our online communications systems, Salsa email, advocacy, Mobile Commons text messaging, and the purchase and renewal of domain names.

Professional Services (046)

This budget item allocation reflects expenses for audit fees and miscellaneous professional services such as accountants, actuaries and consultants, including those hired to support bargaining and contract negotiations.

International (047)

CWA is involved in the free world trade union movement. This budget allocation funds activities with our labor colleagues from a number of countries.

Education (048)

This budget account allocation is for the expense of week-long leadership conferences and the development and delivery of training programs.

Retiree Benefits (061A)

The allocation to this account is for the general insurance policies of the Union, which include group healthcare, pharmaceutical, vision, dental, and life insurance for retirees. Employee healthcare expense is reflected in the Administrative Unit budgets – Line A3.

Insurance – Other (061B)

The allocation to this account is for insurance coverage other than employee healthcare and automobile.

Staff Moves (064)

This allocation is for the costs associated with relocating staff.

Apprenticeship & Training (066)

This budget allocation is for existing apprenticeship, training activities, and new programs which may be implemented in this budget year.

Total National Programs - Total of Budget accounts 029 through 066.

Total Administrative Units - Total of A1 through B4.

Total Budgeted Expenses - Total of National Programs and Administrative Units.

Explanation of Administrative Unit Budget

Exhibit B

Budget Line A1-A5 & B1-B4 Formula Applications

To determine certain allocations, the budget is based on April 2014 per capita counts.

A1 Salaries – Officers and Staff

Reflects annual salary cost for administrative unit officers, staff, and professional employees. The following chart indicates the officers’ salaries:

| POSITION | SALARY |
|--|---------------|
| PRESIDENT | \$199,009 |
| SECRETARY-TREASURER | \$178,199 |
| DISTRICT VICE PRESIDENTS, TNG-CWA VICE PRESIDENT, NABET-CWA VICE PRESIDENT, IUE-CWA VICE PRESIDENT, T&T VICE PRESIDENT AND PUBLIC WORKERS VICE PRESIDENT | \$155,402 |
| AFA-CWA VICE PRESIDENT | \$133,486 |
| PPMWS EXECUTIVE OFFICER | \$127,970 |

A2 Salaries Full Time and Other

Reflects annual salary cost for administrative unit full-time clerical employees and supervisors.

A3/A5 Employee Benefits

This allocation reflects 30% of administrative unit salaries for employee medical, dental, vision, life insurance, and 401(k) match, plus sufficient funds to meet the pension plan fund commitment.

A4 Employee Taxes

Each administrative unit is allocated 9.1% of administrative unit salaries for employee tax expense.

B1 Office Occupancy

Each administrative unit allocation includes known increases that could be determined. Figures include projected common area maintenance and rent increases projected at 2% for the 2014-2015 budget year.

B2 Staff Expenses

Reflects funds allocated for Staff travel, auto, and communication expenses.

B3 Administrative Operations

This line includes expenses for the following items: part-time salaries and expenses, supplies and printing, postage and freight, rental and maintenance of equipment, contract services, electronic communications, and any other operating expenses.

B4 Legal

This includes each administrative unit's allocation for expenses such as retained counsel, arbitration, charges and litigation.

Concluding Remarks

Despite ongoing anti-union legislation, CWA has seen gains in its membership. While a good percentage of those gains were in jobs that do not pay as well as those traditional jobs in telco, media, etc., organizing those jobs now gives a conduit to raise the standards through collective bargaining. As witnessed by the wherewithal of CWA during the Verizon strike, we will bring that same tenacity to the bargaining table to secure gains to all units in CWA, improving the financial conditions of both our members and the Union. Our Executive Officers, Local Executive Boards, and members must continue to work together to contain costs, meet our financial obligations, and grow our Union. Working together we can meet the growing challenges that we face and continue to provide the level of representation that the members of CWA expect and deserve.

The CWA Finance Committee will be meeting in 2017 to review the finances and make adjustments to the proposed 2016-2017 operating budget as necessary and will present their report at the 76th CWA Convention.