

# the Postal Supervisor

December 2016

## USPS Managers: *The Guiding Force Behind Moving the Mail*

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## Objectives

*The object of the Association shall be to promote, through appropriate and effective action, the welfare of its members, and to cooperate with the USPS and other agencies of the federal government in a continuing effort to improve the service, to raise the standard of efficiency, and to widen the field of opportunity for its members who make the Postal Service or the federal government their life work.*

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# Moving Forward—A Team Effort!

**A**lthough we just completed a successful 2016 NAPS National Convention, the work of our newly elected Executive Board is just beginning. Our new board members must be willing to look for innovative ways to conduct NAPS business, internally and externally, to continue moving NAPS successfully forward.

Internally, your Executive Board, including myself, must focus on engaging, coaching and mentoring local and state branch officers to a higher level of leadership. Besides providing training at NAPS area seminars, we must extend that reach to local branch meetings.



**Brian J. Wagner**  
*President*

At our fall Executive Board meeting, I appointed new members to our Executive Board Training and SWCs committees. I also appointed a new Postmasters committee consisting of the postmasters on our board. However, I added a twist to these three committees. I asked them to submit three to four names of members from the field to be added to each committee. It is important for NAPS to capitalize on the vast amount of knowledge and experience our members possess. Having field input will provide a different dynamic and perspective to the Executive Board committees.

As for the Training Committee, their objective will be to develop a training library of presentations that are one-hour or less in a standard format to be downloaded from the NAPS website and presented at local branch meetings. With these training tools and resources, the idea is to draw new members into NAPS and, at the same time, encourage more members to take on leadership roles.

Our Executive Board Postmasters Committee will review the recommendations from our National Convention Postmasters Committee to determine which recommendations they can implement. They also will

be tasked with developing a membership campaign to welcome more postmasters into NAPS.

I also have asked this committee to create a new business model for determining a post office's level via the *PS Form 150*. The model would incorporate the impacts that increased USPS package volume have on their unit, Sunday Amazon delivery and managing Sunday hub responsibilities and other administrative duties. A post office's and postmaster's level must reflect the ever-changing workload and responsibilities.

Externally, our Executive Board must take a professional business approach in dealing with the USPS and Congress and message that to our members. This will require developing solid business plans that use data, analysis and the law to ensure our position on any issue is accurately reflected and supported with facts.

With the Postal Service, our approach cannot be adversarial as some members would like; that approach does not get results. Since I assumed office as NAPS president, leadership at Postal Headquarters, from Labor Relations up to our PMG, have been very receptive to making NAPS part of the leadership team. That was evident when Postmaster General Megan Brennan, Chief Operating Officer David Williams, Chief Human Resources Officer Jeff Williamson and Labor Relations Vice President Doug Tulino addressed our board during its fall meeting.

I have witnessed and experienced the utmost professionalism and respect from postal leadership. I am not saying we agree on every issue. But we have the business and professional understanding that we can agree to disagree without animosity. That is moving forward.

As for Congress, we have our work cut out for us. Your NAPS legislative team has been relentless in pushing our legislative agenda, including messaging on why contributions to SPAC are so important to our efforts. Despite a new president and Congress, make no mistake: It won't change our mission to seek legislation that will enhance the livelihoods of our members.

*Continued on page 4*

# The Best of the Best

**A**s we move from Thanksgiving to the Christmas holiday season, I want to take a moment to wish you, my NAPS family, a joyous and beautiful holiday season. This time of the year always poses challenges to us as managers as we deal with employees who may be struggling with personal issues that can be magnified due to the holidays. We also must deal with our individual personal life issues.

In addition, we still must be the guiding force to ensure this agency continues to move the mail at this critical time of year.

Your efforts bind a nation together by connecting families across the world. You do this by managing the operations that process all the letters, cards and packages that are received. I have seen the results firsthand as my son received my care packages during the holidays he spent in Iraq.

It was because of your dedication to providing the highest quality service that can be given to the American public that the lives of not only my son, but the lives of others in his unit, were blessed.

Your commitment to excellence is further demonstrated during this period of great change and subjective leadership. We still operate in an age where the empty words of “dignity and respect” are constantly spoken by leaders who appear to be unable or unwilling to make them more than just two nouns surrounded by a conjunction. These words understandably could harden our hearts as they impact our lives and also could easily impact how we manage day-to-day operations. However, day in and day out, you prove yourselves to be the best of the best—giving your all to get the job done. Thank you.

There is a good reason why we never can give up serving, despite being pressed down in service. On Oct. 26, on “MSNBC

Live,” Donald Trump’s top surrogate Rudy Giuliani told host Stephanie Ruhle, “The government can’t run the Post Office!” What was striking to me was this comment about America’s Postal Service was an unsolicited response made while discussing an unrelated matter.

The proponents of privatizing the USPS are alive and well. I have written in the past about their efforts to privatize and bring America’s Postal Service to an end. So, stay strong, brothers and sisters.

Thank you for all you are doing to keep the United States Postal Service moving in the right direction as you provide the services constitutionally promised by law to bind together the American people and pledge to support the effort to live up to the mission statement of our great association. God bless, Merry Christmas and best holiday wishes to you and your families.

In solidarity ...

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## Moving Forward—A Team Effort!

*Continued from page 3*

When you factor in our NAPS business approach, along with the experience of our Executive Board and members in the field, we not only provide a solid business strategy to move NAPS forward, internally and externally, but we also incorporate the human factor.

To many, business is all about the numbers. However, in reality, those numbers are generated by people—the human factor. Without people and teamwork, we have no numbers. More importantly, we have no business to move forward.

As we look forward to a positive future, I want to pause and send best wishes for a happy, healthy and safe holiday season and New Year to the USPS, our congressional leaders and to you and your family. All the best!

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### The Postal Supervisor 2017 Production Schedule

Issue	Copy Deadline*	Mails
JAN	NOV 28	DEC 20
FEB	DEC 27	JAN 24
MAR	JAN 24	FEB 16
APR	FEB 16	MAR 14
MAY	MAR 15	APR 18
JUNE	APR 20	MAY 16
JULY	MAY 19	JUNE 15
AUG	JUNE 15	JULY 13
SEPT	JULY 18	AUG 10
OCT	AUG 21	SEPT 12
NOV	SEPT 22	OCT 19
DEC	OCT 24	NOV 16
JAN 18	NOV 28	DEC 21

\*Copy must be received by this day; see page 2 for submission information.

# EAS Employees Deliver

**A**utumn is upon us and winter is not too far behind. But let's talk a little NAPS business before we talk about what's ahead this month.

Beginning with the monthly reports from NAPS Headquarters that will come out at the end of November (for the October DCO), we will begin sending out an automated monthly email list, in PDF format, that will accompany your monthly branch mailings: the DCO, Change and Non-Member reports. This new report will give branches the home and email addresses, if provided, of all their branch members.

For those Excel users, you will need to convert this file to Excel; NAPS Headquarters no longer will provide Excel-formatted mail lists or mail-merged label lists. But you now will have the capability to do so at the local branch level. This allows our branch leaders to have

this information readily available for their use.

Our membership continues to grow; overall, NAPS has seen an increase of 2.7 percent, compared to the same period last year, to approximately 26,500 members. But we still have too many non-members. Let's make an early New Year's resolution to talk to all the non-members in our areas, give them a *Form 1187*, explain the benefits of joining NAPS and get as many as we can signed. Plus, as a bonus, you'll receive a \$25 check for each new member you sign! We need each of you to be NAPS ambassadors; we know these non-members need us and we need them, too.

Okay, so back to the season. Fall is here with all the beautiful colors, cooler temperatures and upcoming holidays—and, of course, the fall mailing season, which soon will yield to peak season. You will be challenged, not just by your work responsibilities, but your family ones, as well. You will face weather issues, heavy parcels, Amazon, long hours in the plants and time away from your loved ones as you work hard on behalf of

the Postal Service, delivering Christmas to the American people.

Please be safe and take care of yourself, for there is only one you. You are important to NAPS and the Postal Service. But, most importantly, to your family!

As we look back on the gifts of Thanksgiving, ahead to the joys of the Christmas season and to the promise of a New Year, let us reflect on who we are. We are the backbone of a Postal Service that cannot survive without the will, commitment and resolve of the EAS employees who manage all the many varied operations of the USPS every single day, seven days a week, 365 days a year. We have sacrificed for the organization, we have given our time and our talents to the organization and we have asked for very little in return: security, decent pay and a safe retirement. Really, is that so much to ask for an

*Continued on page 9*

**During his recent trip out west, Secretary/Treasurer Chuck Muldore toured the Pasadena Post Office. He discussed Amazon Fresh deliveries with Supervisor Davina Garcia on the post office dock. He also talked with Sierra Coastal District Manager Larry Munoz (below left) and Pacific Area Vice President Dean Granholm.**



# Temporary Peak Season Positions' Affect on NPA Scores, Repurposing at Lancaster P&DC and Mid-Year Changes to Retail Revenue NPA Measurements Among Items Discussed

**T**he Oct. 17 consultative meeting was held in conjunction with the fall Executive Board meeting (*the board minutes will be published in the January 2017 issue*). The entire NAPS board was present; representing the Postal Service were Bruce Nicholson, Phong Quang and Seth Lennon, Labor Relations Policy Administration.

## Agenda Item #1

NAPS received an inquiry regarding the aging vehicle fleet and the minimal relief in sight for mail delivery vehicles. The rationale for vehicles versus techs has always been a driving factor for techs' and EAS employees' scope of responsibility. Technicians are required to perform scheduled and unscheduled vehicles repairs. If a fleet of 2,000 vehicles is in the line of sight for a VMF, how is the complement for LDC 32 (auto technicians) determined? This, in turn, gives a supervisor-per-employee ratio.

NAPS asked what USPS Headquarters Fleet Management constitutes as a vehicle-per-technician ratio and how the rate is determined.

*The manager and supervisor levels previously were changed; there is not a vehicle-per-technician ratio.*

## Agenda Item #2

NAPS requested an update to Agenda Item #1 from the July 2016 consultative:

1. NAPS received correspondence

from the Central Gulf Area vice president regarding USPS leadership in Region 2 instructing non-exempt EAS employees to schedule travel for EEO counselor training in Dallas from June 6-10, 2016, outside their regular schedules in an attempt to avoid compensation of the respective EAS employees.

An email from Dwight Plybon instructed non-exempt EAS employees to fly outside their regular tours of duty. Plybon clearly stated the reason was "so we can keep reasonable tabs on compensable time associated with this training."

USPS instructions by leadership in Region 2 are in conflict with the current travel policies and procedures found in *Handbook F-21*. The provision for Travel Away From Home Overnight in *F-21 261.164.d* states:

"d. Scheduling of Travel.

"Travel away from home overnight is to be scheduled by management on a reasonable basis *without a purpose either to avoid compensation for the travel time or to make the travel time compensable* [emphasis added]."

The respective EAS employees scheduled for EEO counselor training were also instructed not to claim the complimentary breakfast provided by the hotel during this week of training. NAPS noted this also is a clear violation of the policies and procedures stated in *F-21*;

"7-4.2.1.2

"When Traveling Between Average- and High-Cost Areas

"Reminder: Be sure to reduce the

per-diem rate for any meals that you received at no cost or at a nominal fee. *Complimentary breakfasts provided by hotels are not claimed as a meal deduction* [emphasis added]. On eTravel system, under expense, type 'Per Diem,' click in the field labeled '# of Breakfasts Provided' and enter number. Do the same in fields labeled '# of Lunches Provided' and '# of Dinners Provided.'"

NAPS requested that the EAS employees scheduled for EEO counselor training June 6-10, 2016, receive compensation for all travel time they would have received if traveling within their established hours of service. In addition, NAPS requested that the EAS employees in question receive reimbursement for the lost per-diem as a result of Region 2 leadership's instructions not to claim the complimentary hotel breakfasts.

*This agenda item still is under review; a response will be provided to NAPS.*

NAPS believes the Postal Service's non-adherence to and manipulation of the USPS travel policies and procedures are to deliberately avoid paying EAS employees for travel.

The issue was discussed at length with the Executive Board at the Oct. 17 consultative. Latest USPS response:

*This is not a consultative issue; however, the Postal Service is willing to discuss it outside of the process. The manager is required to maintain reasonable costs for travel.*



### Agenda Item #3

NAPS has been made aware of recent “structural integrity checks” of the Kennedy ISC facility. NAPS asked to be briefed on the scope and intent of these checks and how this could impact EAS employees at this facility.

*The structural checks were related to the structure of the building, which was found to be strong; repairs are necessary for a retaining wall outside the facility.*

### Agenda Item #4

NAPS recently was given an external publication for Job Posting 10045875. This is a temporary EAS-17 position for peak season available to non-bargaining Postal Service annuitants only; the current pay rate is \$28.67 per hour. Although NAPS had been briefed on this agenda item, additional questions remained.

NAPS is concerned this initiative will allow these supplemental EAS employees who have no vested interest in PFP goals, targets and indicators to manage and impact NPA scores during the highest volume period of the fiscal year. NAPS accepts the USPS’ acknowledgment of and welcomes the effort to address managerial staffing shortfalls in the USPS. However, the USPS also must have leaders guide and direct these supplemental EAS employees to ensure USPS goals are achieved.

NAPS requested that NPA exclusion periods be put in place to account for periods where non-career temporary EAS employees are used.

*These positions are to be used only to support EAS staff, thus minimizing PFP disruption; no exclusion period will be granted. These supplemental EAS positions may not be used to independently manage a facility and cannot be placed in higher-level positions. These instructions have been sent to the area offices.*

Additional information received at NAPS Headquarters from the Postal Service on Oct. 31, 2016, indi-

cated there is no specific target for bringing on annuitants during peak season. Each district determines the number of desired annuitants and sends a request to the area for approval. The district will determine how onboarding will be conducted for the annuitants. These positions were established to provide support to managers and supervisors and not intended to be used in lieu of those supervisors or managers.

### Agenda Item #5

In conjunction with Agenda Item #4, NAPS wants to include those MCSs, MDOs and MPDs as being authorized to work and granted the additional pay. It has been reported to NAPS that many of these dedicated career *Form 50* managers worked without getting paid in the past in violation of USPS *Handbook F-401*. Also, these managers have been driving the performance successes for the USPS.

NAPS requested that USPS Headquarters acknowledge and remind the areas and districts about adherence to the policy in Chapter 8 of *Handbook F-401* about FLSA-exempt employee pay during the designated Christmas period. NAPS also requested that career leadership with a vested interest in the achievement of USPS goals also are compensated as they provide leadership oversight for the success of USPS performance.

*In accordance with ELM 434.143, those who are eligible to receive the additional compensation and work will be paid.*

### Agenda Item #6

On Sept. 9, 2016, NAPS received correspondence concerning planned mail processing activities at the Lancaster P&DC and the facility’s repurposing. NAPS asked to be briefed on how this repurposing will impact EAS employees, including:

- Will the P&DC be re-evaluated in level if new equipment is brought in?

- What are the expected craft staffing increases?

- What will be the impacts to the EAS positions at the P&DC?

*There will be no changes to complement at this location. Equipment changes and complement changes are a wash.*

### Agenda Item #7

NAPS requested the list of EAS discipline currently on file—by discipline type and broken down by area/district.

*The USPS does not keep a tracking mechanism of this.*

NAPS pushed back, saying the request is to provide the discipline, not if there is a tracking list.

*The USPS will go back and see if that information can be provided.*

Additional follow-up by the USPS received at NAPS Headquarters on Oct. 31, 2016, indicated this information is not available at the national level by the Postal Service; nor is there a program that stores this information locally for districts.

### Agenda Item #8

NAPS requested an updated response to Agenda Item #7 from the May 2016 NAPS/USPS consultative, where NAPS received the following reply:

NAPS Headquarters received a request for an update to the Salt Lake City District’s request for an EAS-17 product information quality analyst (PIQA) position submitted through the Western Area. Western Area leadership stated the request was pending review by Headquarters Organizational Effectiveness.

*Organization Design (OD) returned the request for a PIQA position back to the Western Area for additional information and review. Once that is com-*

*pleted, the Western Area will send it back to OD for final determination.*

Latest USPS response:

*Local NAPS representatives should contact the Western Area to confirm the status of this matter.*

NAPS has been in contact with the Western Area and received this response:

"Hi, Myrna [Pashinski, NAPS Rocky Mountain Area VP],

"I did share with John [Aceves] prior to him leaving office the below info. Headquarters LR is also aware of the current status.

"The Western Area requested authorization for this position through normal channels once received from SLC. This would have been a new authorization. We have been informed by the COO's office this position is on hold until such time it is discussed further with the CHRO."

Thanks,  
Simon

*This matter still is under consideration at USPS Headquarters.*

#### **Agenda Item #9**

NAPS Headquarters received correspondence from Alan Moore concerning the administration of the Postal Pulse Survey. The letter stated:

"Please note that there is a limited exception to the confidentiality rule. Although there is no space on the current Postal Pulse survey for written comments, should an employee include a statement indicating that he/she or another employee may be injurious to self or others, Gallup will provide the response and the employee's identity to the executive director of Employee Engagement. Reporting this information is consistent with requirements under law. Should the employee's comments raise a legitimate safety concern, Headquarters Workplace Environment Improvement will forward that information to the appropriate

Human Resources manager."

NAPS asked what the Employee Engagement executive director's action plan will be if such an issue is reported.

*The Law Department will be made aware, as necessary.*

#### **Agenda Item #10**

NAPS had been advised from the field of an issue regarding the USPS changing the way retail revenue is measured for NPA in the middle of the year. NAPS contends this change has negatively impacted the FY16 NPA indicator of Retail Revenue % to Plan.

NAPS also argued the fact USPS Headquarters has not released any information to the field on the adjustment it implemented; the agency is not being transparent about the process. NAPS also noted the USPS committed to transparency following the failings of last year's NPA process.

NAPS noted some offices have been changed from cell 15 to as low as cell 5. NAPS asked for an explanation of the factors that have lowered this NPA indicator in March 2016.

NAPS requested that the NPA measuring established and approved for FY16 be honored for FY16 and that any changes be reflected for FY17. As an alternative, NAPS requested that all NPA scorecards for FY16 be finalized from the beginning of FY16 up to the time this indicator was changed.

*USPS Chief Operating Officer David Williams, at the board meeting before the consultative, said PC postage is not under control of local offices.*

#### **Agenda Item #11**

NAPS has received notification from the Suncoast District, confirmed by Sylvia Morris, A/Labor manager, Southern Area, that requests for information (RFIs) being submitted in accordance with the

Freedom of Information Act (FOIA) for copies of all materials relied on to support allegations in proposed adverse actions taken against NAPS members be denied until the case goes before the Merit Systems Protection Board. Copies of this information are requested in order to develop an affirmative defense of NAPS appellants.

NAPS contends the USPS position is in direct conflict with the FOIA, which provides that any person may ask any federal agency for record(s) and that agency must provide the record(s), unless an exemption applies or the records are excluded from coverage under the FOIA. The requester does not have to give a reason for requesting the records; the identity of the requester is considered irrelevant to a request (except for determining fees to be charged).

The agency must respond in writing within 20 working days, give a reason if it has decided it will not release all or part of the requested records and tell the requester how to appeal any complete or partial denial decision. Under certain circumstances, delineated in 39 C.F.R. Part 265, the agency can take a one-time extension of 10 working days to respond.

NAPS requested that a Management Instruction (MI) be created to address the timely fulfillment of NAPS' RFIs made in accordance with the FOIA.

*USPS Labor Relations Vice President Doug Tulino, at the board meeting before the consultative, told board members these types of requests will be honored.*

#### **Agenda Item #12**

NAPS has been advised from the field of a budget adjustment made in July in which LDC 48 Plan was cut for many offices based on "Headquarters Earned Hour Adjustment



based on FDB.” This adjustment has lowered NPA scores for those offices that have been monitored for NPA achievement since the approval of weights, targets and goals for FY16 NPA. Workhours to Plan accounts for 40 percent of the unit score.

NAPS requested that the NPA budget established and approved for FY16 be honored for FY16 and that any changes be reflected for FY17. NAPS contends the actions of the USPS show a manipulation of NPA numbers that the USPS contends cannot happen.

*There is no NPA unit score for budget. Adjustments are made in accordance with conditions.*

#### Agenda Item #13

Traditionally, during low-volume periods in postal quarters 3 and 4, workhours are reduced by “selling leave” to employees. This type of workhour reduction includes approval of scheduled LWOP to employees.

NAPS asked how this type of leave usage is taken out of “Available for Duty” calculations. NAPS contends EAS employees should not be punished for negative impacts to NPA indicators for working to reduce workhours during low-volume periods through the use of scheduled LWOP.

NAPS requested an exclusion period for “Availability for Duty” to account for low-volume periods during postal quarters 3 and 4.

*This is not correct; the USPS will not provide an exclusion period.*

#### Agenda Item #14

NAPS requested a report on the number of EAS job vacancies per district as of the last posted bid cycle.

*Provided to NAPS: 3,295 total EAS vacancies.*

## EAS Employees Deliver

*Continued from page 5*

organization that touches every facet of American life every day?

We know it isn’t. Our job at NAPS Headquarters is to make sure, on your behalf, that the leaders of the Postal Service know this, as well. It is a responsibility your resident officers do not take lightly. We will continue to

honor our pledge to work on your behalf each and every day with the dedicated members of your Executive Board, as well as the hard-working state and local NAPS branch leaders across this great country.

Have a blessed and safe holiday season. Take care of yourselves and each other.

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## National Association of Postal Supervisors Member vs. Non-Member Summary Report

*As of the September 2016 Dues Check-Off Report*

NAPS Areas	Total Members	Total Non-Members	Total Possible Members	% Members	% Non-Members
New England	1,574	427	2,001	78.66%	21.34%
New York	2,314	536	2,850	81.19%	18.81%
Mideast	2,180	719	2,899	75.20%	24.80%
Capitol-Atlantic	2,596	866	3,462	74.99%	25.01%
Pioneer	1,312	489	1,801	72.85%	27.15%
Michiana	1,150	459	1,609	71.47%	28.53%
Illini	1,041	438	1,479	70.39%	29.61%
North Central	867	543	1,410	61.49%	38.51%
MINK	1,166	601	1,767	65.99%	34.01%
Southeast	2,202	734	2,936	75.00%	25.00%
Central Gulf	772	275	1,047	73.73%	26.27%
Cotton Belt	856	449	1,305	65.59%	34.41%
Texas	1,755	612	2,367	74.14%	25.86%
Northwest	1,073	366	1,439	74.57%	25.43%
Rocky Mountain	1,456	538	1,994	73.02%	26.98%
Pacific	2,749	988	3,737	73.56%	26.44%
<b>National Totals</b>	<b>25,063</b>	<b>9,040</b>	<b>34,103</b>	<b>73.49%</b>	<b>26.51%</b>

NAPS Regions	Total Members	Total Non-Members	Total Possible Members	% Members	% Non-Members
Northeast	4,725	1,190	5,915	79.88%	20.12%
Eastern	5,251	1,847	7,098	73.98%	26.02%
Central	4,224	2,041	6,265	67.42%	32.58%
Southern	5,585	2,070	7,655	72.96%	27.04%
Western	5,278	1,892	7,170	73.61%	26.39%
<b>National Totals</b>	<b>25,063</b>	<b>9,040</b>	<b>34,103</b>	<b>73.49%</b>	<b>26.51%</b>

\* Note: Northeast and Eastern regions’ totals and percentages are calculated to adjust for all NJ branches factored into the Northeast Region totals, except for Branch 74.

## Goals Set for FY17

By Marilyn Walton

Western Region Vice President

I recently attended the Pacific Area Year-End Meeting hosted by USPS Pacific Area VP Dean Granholm in Oxnard, CA. Management association representatives were invited to attend. This event was to announce the winners of special recognition for overall outstanding performance on the five P's: people, planning, process, product and performance goals.

Each category is rated and weighted on the NPA unit goals. Over the day-and-a-half meeting, information was shared, as well as a go-around of what managers learned over the past year. There was discussion moving forward on new goals. The Pacific Area was in cell 6 for FY16. The goal for FY17 is cell 8!

The top-performing Pacific Area districts were Honolulu, Santa Ana and San Diego. Each district and many individuals received awards for their significant contributions to one or more of the categories of the five P's. Some individuals received awards for significant contributions while on detail assignments.



It was a great time of celebration, networking and projecting ideas to make FY17 even better.

According to Granholm, each district will have funds to host a local celebration. Also, this year, Pacific Area EAS employees will receive a PFP payout. This is great news after three years of no pay increases.

• • • •

On Saturday, Oct. 8, I attended the retirement celebration for Sharon Gishi, president of NAPS San Jose Branch 94 and

safety specialist. Also celebrating retirement was John Kamaka, Maintenance, Pacific Area. More than 40 Pacific Area and District in-plant support and Maintenance EAS employees—active and retired—gathered for the event in Las Vegas.

Anna Liza Acampo, former manager of in-plant support, Sacramento, CA, and Las Vegas, was host; she currently is assigned to Fort Worth, TX. I was pleased to present Sharon with a certificate of appreciation, signed by the three NAPS resident officers, to recognize her long dedication to NAPS.

Guests wore their favorite Hawaiian shirts in honor of John who originally is from Hawaii. We had a great buffet meal and quality time to reminisce about the good times and networking in our various assignments. Both honorees were presented with personal commemorative gifts. What a great opportunity to welcome Sharon and John into the ranks of retirees. Sharon will continue to serve as Branch 94 president.

[marilynwalton@comcast.net](mailto:marilynwalton@comcast.net)



Noemi Luna (left), the new San Francisco District manager, received an award for outstanding performance during her recent detail in Honolulu. NAPS Western Region Vice President Marilyn Walton congratulated Luna on her success.



Sharon Gishi and John Kamaka were honored at their retirement celebration.

# New Beginnings

**By Richard L. Green Jr.**  
*Eastern Region Vice President*

**T**he beginning of new Executive Board members' terms offers NAPS an opportunity to begin afresh. We have new members with different perspectives who bring new ideas to the board. I look forward to working with the new team for the betterment of NAPS members.

I welcome President Brian Wagner, Secretary/Treasurer Chuck Mulidore, Chairman Tim Ford, Capitol-Atlantic Area Vice President Troy Griffin, New England Area Vice President



Greg Murphy, MINK Area Vice President Bart Green, Texas Area Vice President Jaime Elizondo and Rocky Mountain Area Vice President Myrna Pashinski to the board. I look forward to working with each of you and wish you nothing but success in your new positions.

I also would like to thank USPS leadership for supporting the new board with their attendance at the NAPS fall Executive Board meeting.

The opportunity to work together to improve the lives of our members is of great importance to NAPS leaders. Working together, we

hope to see our mission and goals come to fruition.

I would like to thank all the members in the Eastern Region for entrusting me to be your voice as regional vice president. We have a great team in the Eastern Region; I look forward to working with Troy, Tim and Hans to be a strong voice on the Executive Board for the issues and concerns that impact members nationwide.

As I said earlier, this is a time for new beginnings. Working together with our dynamic resident officer team, the new Executive Board and our more than 26,000 members nationwide, I know the future of NAPS is brighter than ever!

# Back to Reality

**By Tommy Roma**  
*Northeast Region Vice President*

**I** just returned from a productive NAPS Executive Board meeting, the first in a long time as far as I can see. Under our new leadership, spearheaded by incoming President Brian Wagner and his resident officers, the feeling was very positive. We had four USPS decision-makers visit the board, which produced positive results. Our consultative meeting with the USPS provided a lot of answers—something that was lacking in the past. The old saying, “The answers are right here in the room,” prevailed at this session.

Violence in the workplace is a top priority of this administration; we are working hard to resolve what we feel is an injustice to all EAS em-



ployees. The way the program is designed definitely favors the craft. If charges are lodged against a supervisor, our only defense is to write a statement on what we believed happened. Presently, we can't face our

accusers, HR specialists at the lowest level, DRT team members or, of course, the arbitrators who render a decision.

We would like to be able to face our accusers, get our side of the story told and achieve a remedy on which each side

can live. A motion was passed by the Executive Board to withdraw from the Statement on Violence in the Workplace. We are hopeful something still can be worked out to keep us in the process; stay tuned.

New York Area Vice President Jimmy Warden and I are in talks with USPS Vice President of Labor

Relations Doug Tulino and Northeast Area Vice President Ed Phelan. We are confident we will be able to work out something concerning SWCs. We all agree the present SWCs calculations are not conducive to today's business environment. It is not a one-size-fits-all when it comes to SWCs. We also have agreed there is no quick fix. We are working together to get the best SWCs process possible. It has been time-consuming, but we want to get it right; more to come.

NAPS Disciplinary Defense Provider Charlie Scialla addressed the board concerning adverse action representation. He said some cases are being sent to him without addresses and telephone numbers of the appellants, making it hard for him to contact the persons against whom the adverse actions are being taken. The branch officer submitting the case must acknowledge that the



appellant is a member in good standing of the submitting branch.

We have had cases in the past where non-members were represented and the branch that submitted the paperwork was billed for their representation. Branches submitting cases must be sure paperwork is filled out properly and that the member is in good standing at the time the adverse action is taken against them.

The Northeast Area will be hosting a seminar in Puerto Rico March 24-25, 2017, at the Marriott San Juan Resort & Stellaris Casino. We have put together another outstanding training agenda consisting of SWCs, NPA, Violence in the Workplace, the state of the Postal Service, officer training and much more. Rooms will be at a premium, so if you plan on attending, please book your room soon; they will be on a first-come, first-served basis. This seminar always sells out; we feel this will be the best ever. The seminar will be hosted by New York Area VP Jimmy Warden, Mideast Area VP Hans Aglidian, New England Area VP Greg Murphy and me.

I am happy with the direction in which NAPS is headed under the leadership of our new resident officers and the NAPS Headquarters staff. I believe they have the best interests of NAPS at heart and will represent the membership proudly. In a short time, they have renewed my confidence in our future as the greatest management association, bar none. Good luck, gentlemen; I will serve proudly.

Stay strong!

# PRIORITY ★ POSTAL ★



March 5 - 8, 2017  
Legislative Training Seminar



## A new president, a new Congress—what does it mean for the Postal Service?

**T**he 2017 LTS will focus on Washington's new leaders and agendas. LTS delegates, whether first-timers or veteran advocates, will receive an intensive orientation on the new president, new Congress and the state of postal issues that matter to NAPS and the USPS. They'll also learn about the key ingredients for successful meetings with members of Congress and their staffs. Then, LTS delegates will head to Capitol Hill to educate Congress about the dynamic role the Postal Service plays in our nation's economy and legislative proposals that will improve the Postal Service and the lives of NAPS members.

**This is a reference for the order of events; all times are tentative.**

### Sunday, March 5

**9 a.m. – 6 p.m.**  
Registration

**9:15 a.m.**  
Wreath-Laying at Tomb of the Unknown Soldier, Arlington National Cemetery

**1 – 2 p.m.**  
First-Timers' Orientation

**2:30 – 3:30 p.m.**  
Non-Denominational Worship Service

**4 – 5:30 p.m.**  
Town Hall with the Resident Officers

**6:30 – 8:30 p.m.**  
State Legislative Chairs Dinner

### Monday, March 6

**6:30 a.m.**  
Continental Breakfast

**6:30 – 7:50 a.m.**  
Registration continues

**8 a.m. – 5:30 p.m.**  
SPAC Café

**7:45 a.m.**  
Opening Session and Legislative Training

**noon**  
Luncheon

**1:30 p.m.**  
Legislative Training continues

**4:45 p.m.**  
State Caucus Meetings

**4:45 – 5:15 p.m.**  
SPAC Photos

**6:30 – 8:30 p.m.**  
SPAC Reception

### Tuesday, March 7

**6:30 – 8:30 a.m.**  
Continental Breakfast

**morning/afternoon**  
Delegate meetings on Capitol Hill

**2 – 5 p.m.**  
Capitol Hill Debriefings with NAPS legislative team

### Wednesday, March 8

**8 a.m. – 4 p.m.**  
Debriefings with NAPS legislative team continue

# 2017 Legislative Training Seminar Registration Form

Download the form at [www.naps.org](http://www.naps.org)

March 5-8, 2017

Marriott Crystal Gateway Hotel  
1700 Jefferson Davis Highway  
Arlington, VA 22202

**Hotel room block expires on Feb. 18, 2017/NAPS LTS delegate registration closes on Feb. 24, 2017.**

Complete and mail this entire page to NAPS Headquarters, along with your LTS payment or online payment receipt, to the address shown under "Mailing Instructions."

## LTS Registration Fee—\$225

Mail-in or online LTS fee is \$225 if registration form and fee are **RECEIVED** at NAPS Headquarters on or before Feb. 17, 2017. After Feb. 17, the LTS fee is \$300. Make check or money order payable to **NAPS Headquarters**. The LTS fee may be paid online at [www.naps.org](http://www.naps.org). **No LTS registrations and payments will be accepted after Feb. 24.**

**Note:** Online LTS fee payment is not an official LTS registration; it is a payment portal only. If paying the fee online, you **MUST** complete a LTS registration form, too. Mail, email or fax your LTS registration and online payment receipt to NAPS Headquarters by the respective deadlines. If you paid online correctly, you will receive an email receipt from the payment portal provider. If you do not receive this email receipt, your payment was not completed properly; contact NAPS Headquarters for assistance. Online registration closes at midnight on Feb. 24.

All LTS registrations are considered official when both the LTS fee **AND** registration form(s) are received at NAPS Headquarters by Feb. 24. **No LTS registrations and payments will be accepted after Feb. 24.** There are no walk-in/on-site LTS registrations or substitutions.

By March 1, each official LTS registrant will receive an LTS confirmation receipt via mail or e-mail from NAPS Headquarters. If you registered for LTS and do not receive your confirmation by March 1, contact NAPS Headquarters immediately.

## Refund Requests

All refund requests must be submitted in writing and received at NAPS Headquarters on or before March 1. All approved refunds will be paid after LTS and before March 31. If the LTS fee is paid by a branch check, the refund will be sent via ACH direct deposit to the branch's bank account. All other refunds will be by check.

## Mailing Instructions

Please complete and mail this entire page (one for each registrant), along with the registration fee (check/money order/online receipt), to NAPS LTS, 1727 King St., Suite 400, Alexandria, VA 22314-2753. No registration will be considered valid if received without payment.

## Substitutions

If you need to make a substitution of an LTS registrant, call NAPS Headquarters at 703-836-9660. All requests for LTS delegate substitutions must be received no later than March 1. No substitutions will be honored after March 1. On-site LTS substitutions will not be permitted.

Use only ONE FORM per registrant. If you need to make a substitution before March 1, please call NAPS Headquarters at 703-836-9660.

Nickname on badge (*if other than first name below*)

Full Name (*first, last*)

PO Box/Home Street Address (*for confirmation receipt*)

City

State

ZIP+4

**Badge city/state—for congressional visit purposes, please identify if different than the above.**

USPS EIN (if applicable)

Branch #

Personal Contact Phone # (non-postal)

Personal email address (non-postal email only)

**Registrant is:**

☐ Delegate ☐ Auxiliary ☐ Guest

☐ First-time attending LTS? (Check if yes)

## Hotel Room Rates and Reservations

Delegates and guests attending the 2017 LTS are responsible for making their own lodging reservations directly with the Marriott Crystal Gateway Hotel.

To make a reservation, please call the Marriott at 703-920-3230, or toll-free, at 877-212-5752. Reference the group's name, **National Association of Postal Supervisors**. To reserve a room online, go to [www.naps.org](http://www.naps.org), click on "LTS Home" at the right side of the page, and then click on "Hotel Reservations."

The LTS single/double room rate is \$265, plus applicable state and local taxes. Check-in time is 3 p.m.; check-out, noon.

The room block expires on Feb. 18, 2017. Reservations made after that date may be at a higher room rate, if available at all.

To guarantee reservations, the hotel must receive a deposit of one night's room rate and tax by major credit card at the time of reservation. Cancellations must be received at least 24 hours before arrival or the deposit will be applied to your credit card. The hotel confirmation is your responsibility. NAPS Headquarters does not confirm lodging reservations.

## DO NOT WRITE IN THIS SPACE

Amount \$

Payment Type

Check/Money Order #

Date Received

# NAPS Executive Board Directory

## Resident Officers

The resident officers may be contacted at 1727 King St., Suite 400, Alexandria, VA 22314-2753; (703) 836-9660; (703) 836-9665 (fax)



**Brian J. Wagner**  
President  
naps.bw@naps.org



**Ivan Butts**  
Executive Vice President  
naps.ib@naps.org



**Chuck Mulidore**  
Secretary/Treasurer  
naps.cm@naps.org

## Regional Vice Presidents

### Central Region (Areas 6, 7, 8 and 9)



**Craig O. Johnson**  
6703 N. Saint Clair Ave., Kansas City, MO 64151-2399; (816) 741-6064 (H) (816) 914-6061 (cell)  
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### Northeast Region (Areas 1, 2 and 3, including all NJ, except Branches 71 and 74)



**Thomas Roma**  
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### Eastern Region (Areas 3, 4 and 5, including NJ Branches 71 and 74 only)



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### Southern Region (Areas 10, 11, 12 and 13)



**Tim Ford**  
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**Marilyn Walton**  
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## Area Vice Presidents

### 3—Midwest Area (DE/NJ/PA)



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### 4—Capitol-Atlantic Area (DC/MD/NC/SC/VA)



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### 5—Pioneer Area (KY/OH/WV/Evansville, IN, Branch 55)



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### 6—Michiana Area (IN/MI)



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### 7—Illini Area (IL)



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### 9—MINK Area (IA/KS/MO/NE)



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### 10—Southeast Area (FL/GA)



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### 11—Central Gulf Area (AL/LA/MS)



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### 12—Cotton Belt Area (AR/OK/TN)



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### 13—Texas Area (TX)



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### 14—Northwest Area (AK/ID/MT/OR/WA)



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### 16—Pacific Area (CA, HI, Guam, American Samoa)



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lmatkins326@gmail.com





# Working Together to Make a Difference

By Tim Needham, Pioneer Area Vice President

*USPS Chief Operating Officer David Williams reached out to NAPS to identify three members to join his Kaizen event to look at eliminating non-value-added tasks that Customer Service supervisors perform. One of the goals is to allow supervisors, managers and postmasters to manage their operations. Tim Needham, Pioneer Area VP, was one of the NAPS members selected by President Brian Wagner to participate in the event.*

**Y**ou may have heard the term “Kaizen,” but never knew what it means.

Kaizen is a continuous improvement method developed by the Japanese: “Kai” means to break apart, to change; “Zen” means to study and improve. Kaizen events are a process under the principles of Lean Six Sigma intended to identify and eliminate waste in the workplace.

Each Kaizen event consists of a project charter that defines a problem, determines the business impact of that problem and sets goals to measure success. The problem in this project involves tasks both manual and computer-based that no longer add value to mail operations and negatively impact customers. The elimination or reduction of these tasks will improve customer service, drive delivery and retail efficiencies and enable supervisors, managers

and postmasters to manage their operations. The goal is to eliminate 90 percent of the targeted non-value-added tasks.

The team comprises more than 20 members, including postmasters, managers, supervisors and operational engineers, as well as employees from the area and Headquarters offices. Williams reached out to NAPS President Brian Wagner for the names of three NAPS members to become part of the team. Wagner, who took suggestions and submission of names from the Executive Board, selected Belinda Gilbert, manager, Customer Service, Southern Region; Kathreen Bollinger, supervisor, Customer Service, Central Region; and me, postmaster of Warren, OH, Eastern Region.

Before the team meeting at the Bolger Academy, each member performed pre-work, which entailed shadowing a Customer Service su-

pervisor from open to close and recording all the tasks and times performed throughout the day. The tasks were broken down into six groupings: reports, delivery, retail, meetings/telecons, staffing and customers. The team assessed whether tasks were essential to delivering services and products to the customer, if they were required by business or law and whether the tasks added no value.

After the value-added vs. non-value-added analysis, we created an ideal state for a supervisor of Customer Service. Ultimately, the ideal state is an outline of a supervisor’s day that consists of all the tasks needed to be completed with no call-offs, no late mail and all clock rings fixed—a perfect world, if you will.

The next step in the process was to come up with solutions to the

*Continued on page 24*

## Bruce Moyer

NAPS Legislative Counsel



**E**lections have consequences, as they say, and November's presidential and congressional election outcomes could have significant consequences for the fu-

ture of the federal government and the Postal Service. For the first time since 2005, the same political party—the Republicans—will control the White House, the House of Representatives and the Senate. The potential of what unified Republican control of the executive and legislative branches could mean, especially given the mandate Donald Trump won to remake Washington, could provide a powerful incentive for presidential and congressional cooperation to kick-start America's economy and impose greater accountability on Washington.

## Making the Postal Service Great Again?

ture of the federal government and the Postal Service.

For the first time since 2005, the same political party—the Republicans—will control the White House, the House of Representatives and the Senate. The potential of what unified Republican control of the executive and legislative branches could mean, especially given the mandate Donald Trump won to remake Washington, could provide a powerful incentive for presidential and congressional cooperation to kick-start America's economy and impose greater accountability on Washington.

### Many Obstacles Remain

Despite Trump's popular mandate to drain Washington's political swamp, governing will not be easy. One-party rule will not necessarily ease partisan infighting and persistent gridlock—the source of the electorate's discontent. The partisan impulses in both congressional chambers toward polarizing paralysis are strong. Within the Republican Party, particularly among traditional Republicans, the wounds over Trump's presidential candidacy will take time to heal.

While Trump may have set a record for the fewest political IOUs

encumbering a newly elected president, congressional lawmakers in both parties still remain beholden to the interests that financed their successful campaigns. And Republican control of the Senate, which remains short of the 60 votes needed to block filibusters, will be tested daily by opposition Democrats.

The future of the Postal Service under a Trump

presidency is unclear. Although Trump neither commented about the shape of the Postal Service during the campaign nor released any campaign proposals to improve America's postal system, the incoming president's skepticism about government and its problem-solving capacity, compared to the private sector, could profoundly shape his views about the Postal Service, its finances and its role as an American institution in the 21st century. Indeed, the new president's perspective could be formed more by the insight of the CEOs of the Postal Service's competitors than by the agency's own executives.

### Trump, Congress and the Postal Service

The presumptive Republican chairs of the House and Senate postal oversight committees—Rep. Jason Chaffetz (R-UT) and Sen. Ron Johnson (R-WI)—also will be influential in shaping Trump's attitudes about what the Postal Service needs. Johnson, a former manufacturing executive, could be particularly pivotal. The Wisconsin senator rallied with Trump's help in the closing weeks of the campaign to overcome a double-digit deficit and defeat Democratic opponent Russ Feingold.

Johnson, 61, has been harshly critical of the Postal Service and prefers, as does Trump, to apply private-sector business practices to solving government's challenges. Earlier this year, Johnson identified bankruptcy as a potential solution to the Postal Service's financial woes. For the past two years, he has succeeded in bottling up postal legislation in his committee and throughout his re-election campaign.

In 2013, Johnson angered home state Wisconsin paper and mailer interests when he supported increases in postage rates in postal reform legislation, authored by Sen. Tom Carper (D-DE), that began to move through Johnson's committee. Johnson has told observers he still bears political wounds from that clash.

More recently, House Oversight and Government Reform Committee Chairman Chaffetz assumed the leadership role in moving a House postal reform bill toward the finish line. In July, Chaffetz secured the committee's approval of a bipartisan postal bill, H.R. 5714, but it appears to have been too little too late.

While Chaffetz has held out the possibility of final congressional action on the measure during the lame-duck session in December, that's unlikely to happen. Republican victories in Congress, coupled with Trump's ascension to the White House, will create a markedly different landscape for the Postal Service and postal legislation next year.

[bruce@moyergroup.net](mailto:bruce@moyergroup.net)

# Contributions via USPS Payroll Deduction



To authorize your allotment **online**, you will need your USPS employee ID number and PIN; if you do not know your PIN, you will be able to obtain it at Step 3 below.

- 1 Go to <https://liteblue.usps.gov> to access PostalEASE.
- 2 Under Employee App-Quick Links, choose PostalEASE.
- 3 Click on "I agree."
- 4 Enter your employee ID number and password.
- 5 Click on "Allotments/Payroll NTB."
- 6 Click on "Continue."

- 7 Click on "Allotments."
- 8 Enter Bank Routing Number (*from worksheet below*), enter account number (*see worksheet*), enter account from drop-down menu as "checking" and enter the amount of your contribution.
- 9 Click "Validate," then "Submit." Print a copy for your records.

## PostalEASE Allotments/Net to Bank Worksheet

On your next available allotment (you have three):

- Routing Number (nine digits): 121000248
- Financial Institution Name: Wells Fargo (this will appear after you enter the routing number).
- Account Number (this is a 17-digit number that starts with "772255555" and ends with your eight-digit employee ID number):  
7 7 2 2 5 5 5 5 5 \_ \_ \_ \_ \_  
(Example: 77225555512345678).
- Type of Account (drop-down menu): Checking
- Amount per Pay Period (please use the 0.00 format; the "\$" is already included): \_\_\_\_\_.



To authorize your allotment by phone, call PostalEASE, toll-free, at **1-877-477-3273** (1-877-4PS-EASE). You will need your USPS employee ID number and PIN.

- 1 When prompted, select one for PostalEASE.
- 2 When prompted, enter your employee ID number.
- 3 When prompted, please enter your USPS PIN.
- 4 When prompted, press "2" for payroll options.
- 5 When prompted, press "1" for allotments.
- 6 When prompted, press "2" to continue.

- 7 Follow prompts to add a new allotment.
- 8 Use the worksheet to give the appropriate information to set up an allotment for SPAC.



# 2016 SPAC Contributors



## Louie's Ultimate SPAC (\$1,000+)

Boisvert, Michael	CA	Branch 159
Burkhard, Mary	CA	Branch 244
Walton, Marilyn	CA	Branch 77
Gilbert, Belinda	FL	Branch 425
Gold, Stanley	FL	Branch 146
Lynn, Patti	FL	Branch 296
Quinlan, Robert	FL	Branch 577
Rodriguez, William	FL	Branch 146
Sebastian, Gerald	FL	Branch 386
Strasser, Brian	FL	Branch 386
Strickland, Ann	FL	Branch 146
Maxwell, Sherry	IL	Branch 255
Wagner, Brian	IL	Branch 255
Mathews, Sharon	IN	Branch 576
Harmon, Rosemary	KY	Branch 920
Atkins, Louis	LA	Branch 209
Randall, C. Michele	MD	Branch 531

**Did you know** that just because the elections are over NAPS' political advocacy doesn't end? Rather, it starts anew this January when the 115th Congress convenes. Some new players, as well as old friends, must be reminded how important it is to get meaningful postal reform legislation passed. SPAC funds allow NAPS to be a player on Capitol Hill. For more information, contact SPAC Manager Katie Maddocks at (703) 836-9660 or [naps.km@naps.org](mailto:naps.km@naps.org).

Weilep, Laurie	MN	Branch 104
Johnson, Craig	MO	Branch 36
Amash, Joseph	NY	Branch 83
Duffy, James	NY	Branch 85
Gawron, Dennis	NY	Branch 27
Konish, Ann	NY	Branch 11
Roma, Thomas	NY	Branch 68

## SPAC Contribution Form

Aggregate contributions made in a calendar year correspond with these donor levels:

**\$1,000**—Louie's Ultimate SPAC

**\$750**—VP Elite

**\$500**—Secretary's Roundtable

**\$250**—Chairman's Club

**\$100**—Supporter

Current as of February 2015

*Federal regulations prohibit SPAC contributions by branch check or branch credit card.*

### Mail to:

SPAC  
1727 KING ST STE 400  
ALEXANDRIA VA 22314-2753

Contribution Amount \$ \_\_\_\_\_ Branch # \_\_\_\_\_

Name \_\_\_\_\_

Home Address/PO Box \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

ZIP+4 \_\_\_\_\_ Date \_\_\_\_\_

Employee ID Number (EIN) or  
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### Enclosed is my voluntary contribution to SPAC by one of the following methods:

☐ Check or money order made payable to SPAC; *do not send cash*

☐ Credit card (circle one): Visa American Express MasterCard Discover

Card number \_\_\_\_\_

Security code (three- or four- digit number on back of card) \_\_\_\_\_

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☐ In-Kind Donation (e.g., gift card, baseball tickets):

Describe gift \_\_\_\_\_ Value \_\_\_\_\_

*All contributions to the Supervisors' Political Action Committee (SPAC) are voluntary, have no bearing on NAPS membership status and are unrelated to NAPS membership dues. There is no obligation to contribute to SPAC and no penalty for choosing not to contribute. Only NAPS members and family members living in their households may contribute to SPAC. Contributions to SPAC are limited to \$5,000 per individual in a calendar year. Contributions to SPAC are not tax-deductible.*

Warden, James	NY	Branch 100
Butts, Ivan	PA	Branch 355
Williams, Darryl	PA	Branch 554
Bradford, Robert	TX	Branch 203
Cooper, Karen	TX	Branch 124
Green Jr., Richard	VA	Branch 98
Reedy, James	WA	Branch 61

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Walton, Marilyn	CA	Branch 77
Rodriguez, William	FL	Branch 146
Maxwell, Sherry	IL	Branch 255
Weilep, Laurie	MN	Branch 104
Cooper, Karen	TX	Branch 124
Reedy, James	WA	Branch 61

### VP Elite (\$750)

Salmon, James	AZ	Branch 246
Winters, Michael	IL	Branch 255
Croswell, Darnel	SC	Branch 225

### Secretary's Roundtable (\$500)

Ewing, Larry	KS	Branch 52
Rowel, Cornel	LA	Branch 73
Moreno, Richard	MA	Branch 498
Russo, Dominic	MA	Branch 43
Griffin, Troy	MD	Branch 42
Mason Jr., Garland	MD	Branch 592
Amergian, Raymond	ME	Branch 96
Bodary, Joseph	MI	Branch 268
Krzycki Jr., Kenneth	MI	Branch 508
Burger, Lucille	MN	Branch 104
Dallojacono, Anthony	NJ	Branch 568
Laster, Jacshica	OH	Branch 46
Needham, Timothy	OH	Branch 133
Paige, Lillie	OH	Branch 46
Fearrington, Melvin	OK	Branch 80
Saccoccio, Michaela	RI	Branch 105
Brooks, Lamarcus	TN	Branch 41
Foster, Debra	TX	Branch 9
Hubbard, Jim	VA	Branch 22
Johnson, Stanley	WA	Branch 60

### Chairman's Club (\$250)

Carson, John	AL	Branch 901
Florentin, Diana	CA	Branch 244
Maginnis, Gary	CA	Branch 466
Kerns, John	CO	Branch 141
Schulz, Mark	FL	Branch 577

# SPAC Scoreboard

Statistics reflect money collected from Jan. 1 to Oct. 31, 2016

## National Aggregate:

\$219,716.75

## National Per Capita:

\$8.48

## Region Aggregate:

1. Southern .....	\$57,403.60
2. Western .....	\$43,042.02
3. Eastern .....	\$41,230.50
4. Central .....	\$38,957.04
5. Northeast .....	\$38,332.59

## Region Per Capita:

1. Southern .....	\$9.99
2. Central .....	\$8.85
3. Western .....	\$7.95
4. Eastern .....	\$7.69
5. Northeast .....	\$7.66

## Area Aggregate:

1. Southeast .....	\$31,297.50
2. Pacific .....	\$23,252.46
3. Capitol-Atlantic ..	\$18,775.55
4. New York .....	\$18,586.58
5. Mideast .....	\$17,599.00
6. Texas .....	\$15,406.00
7. New England .....	\$15,030.01
8. Michiana .....	\$11,502.09
9. Illini .....	\$10,275.00
10. Rocky Mountain ..	\$9,982.00
11. Northwest .....	\$9,807.56
12. Pioneer .....	\$9,571.95
13. North Central ....	\$9,380.00
14. MINK .....	\$7,799.95
15. Central Gulf .....	\$6,025.10
16. Cotton Belt .....	\$4,675.00

## Area Per Capita:

1. Southeast .....	\$13.51
2. Michiana .....	\$10.85
3. North Central .....	\$10.60
4. Northwest .....	\$9.50
5. New England .....	\$8.85
6. Texas .....	\$8.74
7. Pacific .....	\$8.10
8. Illini .....	\$8.05
9. Mideast .....	\$7.85
10. Central Gulf .....	\$7.82
11. New York .....	\$7.62
12. Capitol-Atlantic ..	\$7.22
13. Pioneer .....	\$6.93
14. MINK .....	\$6.62
15. Rocky Mountain ..	\$6.61
16. Cotton Belt .....	\$5.21

## State Aggregate:

1. Florida .....	\$28,849.25
2. California .....	\$21,532.46
3. New York .....	\$18,121.58
4. Texas .....	\$15,406.00
5. Pennsylvania .....	\$10,863.00

## State Per Capita

1. North Dakota .....	\$19.91
2. Rhode Island .....	\$17.33
3. Maine .....	\$17.17
4. Florida .....	\$16.93
5. Minnesota .....	\$15.61

## Drive for Five

## Members by Region:

1. Central .....	85
2. Western .....	73
3. Southern .....	71
4. Eastern .....	61
5. Northeast .....	52

## Aggregate by Region:

1. Central .....	\$21,679.50
2. Western .....	\$21,088.01
3. Southern .....	\$17,579.00
4. Eastern .....	\$17,519.00
5. Northeast .....	\$14,045.00

Williams, Ricky	IA	Branch 172
Matuszak, Kevin	IL	Branch 489
Wesley, Nancy	IL	Branch 493
Gramblin, Reginald	MD	Branch 531
Jones, Marcia	MD	Branch 42
Burcar, Robert	MI	Branch 508
Perkins, Ethel	MI	Branch 140
Clausen, Catherine	MN	Branch 16
Barrett, George	NJ	Branch 74
Pixley, George	NV	Branch 249
Klein, Michael	NY	Branch 336
Lewis, Gillian	OH	Branch 2
Blakely, Kathy	TN	Branch 41

#### Supporter (\$100)

Edwards, Michael	CA	Branch 373
Trevena, April	CA	Branch 94
Tucker, Carolyn	CA	Branch 301
Wycoff, Susan	CA	Branch 77
Erfman, Glen	CO	Branch 65
Hudson, Derek	CT	Branch 441
Anguiano, Efrén	IL	Branch 34
Dittmann, David	IL	Branch 489
McIntosh, Jamila	IL	Branch 14
Mondie, Debra	IL	Branch 493
Nolan, Terrance	IL	Branch 220
Ruebling, Aaron	IL	Branch 255
Derby, Karen	IN	Branch 169
Waddell, Corey	KS	Branch 52
Smiley, David	KY	Branch 390
Chambliss, Brenda	LA	Branch 170
Minor, Sandra	LA	Branch 209
Morse Jr., Sam	LA	Branch 73
Cauley, Richard	MA	Branch 102
Curley, James	MA	Branch 419
Lewin, Kim	MA	Branch 118
Kennedy, Gregory	MD	Branch 531
Sadler, Amanda	ME	Branch 96
Glenn, Sandra	MI	Branch 140
McCarthy, Bernard	MI	Branch 23
Nelson, Matthew	MN	Branch 104
Bye, Kevin	MO	Branch 119
Marley, Carol	MO	Branch 131
Gilbert, Jevonda	NC	Branch 183
Blanck Lovelace, Deborah	ND	Branch 937
Fuller, Tamyra	NE	Branch 64
Bosler, Tammy	NJ	Branch 287
Walker, Veronica	NJ	Branch 237
Burke, Maureen	NY	Branch 336
Schirching, Christy	NY	Branch 27
Allen, Peggy	OH	Branch 46

## NAPS Training Calendar

### Eastern Region Cabinet Meeting

**Jan. 12-15, 2017**

**Conducted by:** Eastern Region VP  
Richard L. Green Jr.

**Location:** Charleston Marriott, 170 Lockwood Blvd., Charleston, SC 29403; (843) 723-3000. Reservations must be made directly with the hotel; mention "2017 Eastern Region Meeting-NAPS." The rate is guaranteed until Dec. 12.

**Hotel Rate:** \$179 plus tax, single/double; free parking

**Registration Fee:** \$190; deadline is Dec. 10. Makes checks payable to NAPS Headquarters; mail to Richard L. Green Jr., 7734 Leyland Cypress Ln., Quinton, VA 23141.

**Training Topics:** The purpose is to plan training and legislative efforts for the coming year and to address major concerns of NAPS members.

Jimmy Warden and Mideast Area  
VP Hans Aglidian

**Location:** Marriott San Juan Resort & Stellaris Casino, 1309 Ashford Ave., San Juan, PR 00907; (787) 722-7000, ext. 44

**Hotel Rate:** \$220 plus taxes

**Registration Fee:** \$125

**Instructors:** Doug Tulino, Ed Phe-  
lan, Ann Mailloux, Bran Wagner,  
Ivan Butts, Chuck Mulidore, JFK3  
Consulting, Dillard Financial

### Central Gulf Area Training

**March 31-April 1, 2017**

**Conducted by:** Central Gulf Area  
VP Cornel Rowel Sr.

**Location:** Renaissance Mobile  
Riverview Plaza Hotel, 64 South  
Water St., Mobile, AL 36602; (251)  
438-4000

**Hotel Rate:** \$115

**Registration Fee:** \$40

### Northeast Region Training

**March 24-25, 2017**

**Conducted by:** New England Area  
VP Greg Murphy, New York Area VP

Hawkins, Kenneth	OH	Branch 46
Jones, Debra	OH	Branch 63
Zamudio, Juan	OH	Branch 29
Bodnar, Kathleen	PA	Branch 20
Girard, David	RI	Branch 105
Ravo, Steve	RI	Branch 105
Davis, Willie	TX	Branch 559
Howard, Marsha	TX	Branch 9
Miller, Ovetta	TX	Branch 9
Slaughter, Donna	TX	Branch 229
Haslett, James	WA	Branch 31
Moore, Kristina	WA	Branch 60
Abrams, Darlene	WI	Branch 72
Canada, Pamela	WI	Branch 72
Knepfel, Kim	WI	Branch 549

### Drive for Five Earned in October

Carter, Tonious	LA	Branch 421
Clarke, Shirley	LA	Branch 73
Hampton, Annette	LA	Branch 73
McMillan, Michelle	LA	Branch 73



# OPM Contributions to SPAC (for Retired Postal Supervisors)

**B**elow are step-by-step instructions for making an allotment to SPAC through your OPM retirement allotment, using either OPM's telephone-based account management system or the online "Services Online" portal.

Please note: The amount you key in will be your *monthly* allotment to SPAC. The start of your allotment will depend on the time of the month it was requested. If you make your request during the first two weeks of the month, expect the withholding to take place the first of the following month. If the allotment is requested after the first two weeks of the month, the change will take place the second month after the request.

## By Internet:

To sign up online, go to the OPM website at [www.servicesonline.opm.gov](http://www.servicesonline.opm.gov), then:

- Enter your CSA number and PIN, and log in.
- Click on "Allotments to Organizations," and then select "Start" to begin a new allotment.
- Click on "Choose an Organization."
- Select "National Association of Postal Supervisors (SPAC)."
- Enter the amount of your monthly contribution and then click "Save."

## By telephone:

- Dial 1-888-767-6738, the toll-free number for the Office of Personnel Management (OPM)'s Interactive Voice Response (IVR) telephone system.
- Have your CSA number and Personal Identification Number (PIN) on hand when you call. You may speak to an OPM customer service representative or you may use the automated system.
- Simply follow the prompts provided in the telephone system.



# *Does Your Relationship*

Submitted by the USPS Employee Assistance Program

**M**any of us learn about relationships from books and media we are exposed to as children. Unfortunately, the depiction of how relationships work in those examples, given the unavoidable stressors inherent in our lives, often is very different from the reality of trying to live with someone.

We see problems being resolved in a half-hour television show, with everyone living happily ever after. We typically get little instruction on how to determine the “health” of a relationship and even less on how to work through the inevitable rough times that will come for any couple.

In an era where the many online dating applications would have us believe we each have hundreds of potential mates, it has become easier to break it off with someone who does not meet our idea of perfection and move on to the next one. We have little training on how to learn to live with the flaws that exist within one another or in determining when those flaws truly are so detrimental that we should leave the partnership. These factors often lead to either one of two extremes: seeing significant others as easily replaced or staying too long in a relationship that is dysfunctional and detrimental to our overall well-being.

For relationships to be successful, each person should have a strong sense of self-worth and not be dependent on another to “complete” them. Instead, each should feel happy alone, but enhanced by being with their partner. There are ways to gauge the health of a couple by asking several questions.


**“Does my partner make me feel good about myself?”** Significant others should be supportive. They will show an interest in the activities of each other. They will help celebrate the accomplishments of their partner, not view them in a competitive manner. They will be cheerleaders for one another, providing help and approval, as

needed, for their loved one to sustain themselves in trying to reach goals. A good mate will express appreciation for the things one does for the good of the other individual and for the benefit of the couple.

**“Does my partner allow us to function as equal parts of a team?”** This doesn’t mean each person does half of all that needs to be done, but that each is contributing a fair amount of effort to the goals of the couple; no one person is carrying the majority of the load. In times where it is likely that both parties work, there is no place for gender-role stereotypes. Instead, looking at what skills each person brings to the table and schedules is a better way to determine the division of labor.



# Have What It Takes?



Time constraints of each person must figure into determining who does what. If one is working, the amount of energy and time leftover for contributing will differ from one who is staying home on a full-time basis. Likewise, someone who is working overtime will not be able to give as much because of those demands. Assessing the ease with which a couple is able to adjust their contributions as things evolve over time is another indicator of a healthy relationship.

**“Do I feel respected?”** A good partner should say positive things about the other in the company of family and friends, not make comments that are demeaning or condescending—even if intended to be “in jest.” Both persons’ opinions on issues should be given equal consideration. Healthy significant others use the little pleasantries we generally learn as children. Remembering to say “please” and “thank you” is not to be reserved just for strangers.

**“Can I communicate with my mate?”** Many take this for granted when, in fact, good discourse is not very common. We communicate on a daily basis, but is it effective, healthy communication? Sharing feelings honestly and openly with

one another often is hard. Having those difficult conversations is something that must happen for a relationship to thrive and grow.

Learning how to use “I” statements, using effective listening techniques and expressing feelings in an assertive, rather than aggressive, manner are skills that sometimes require training and, definitely, practice. Conflict is a challenge for most. There is no growth without some pain; it often is tricky to start those talks.

We sometimes try and judge the best time to approach our mate to talk, leading to delays in doing so that may further prolong or complicate the problem. At worst, the problem gets pushed aside to fester and grow.

Couples’ counseling is a good way to tackle these types of difficulties.

**“Do I feel comfortable in my partner’s company?”**

There are many reasons why this might not be the case. A significant other may act in such a way as to cause intimidation, behave in a manner that is embarrassing or do or say things that are emotionally abusive. Examples of this would be trying to isolate their partner from family or friends, exerting control over the other’s finances, time, or relationships, sexual assault—such as forcing an encounter when both are not fully consenting—or even making direct threats to harm the other person.

The worst-case, unhealthy scenario would be a situation where one person is literally fearful for their well-being. When this occurs, there may be excuses made for the person who poses the threat. Any indication of this type of thinking or action is a red flag. We should not have to explain away someone’s verbal or physical threats.

“He doesn’t really mean it” or “She just had too much to drink” are ways in which abuse is minimized or disregarded. Seeking counseling is one way to obtain some feedback from an unbiased party regarding the nature of the relationship. If the situation escalates beyond mere threats, there should be an immediate search for safety. At this point, there may be no ability to salvage the relationship, but therapy can assist in determining that.

Some people are able to make positive changes in their behavior. Others ultimately cannot, or will not, in which case the victim needs to have assistance and support to leave the dysfunctional relationship. The longer this type of negative behavior exists between couples, the greater the damage to both parties.

One might question why a partner would tolerate mental or verbal abuse in a relationship; the answers are not simple. Often, fear of the unknown is at the core. Not knowing how one might make it alone is a frequent concern, when, in fact, the couple is not really functioning as a team at this point anyway. Financial constraints may be an issue, but these never should override the risk to the safety and sanity of those involved.

Concern about the perception of others by disclosing abuse can be problematic. The tendency is to think of domestic violence victims as female; however, many are



male and often are not forthcoming with the information because of the shame and stigma associated with such a declaration by a man.

Mental or emotional abuse can be as detrimental as physical abuse and the collateral damage to any children involved in such a situation cannot be underestimated. Abuse can erode self-esteem to the point someone cannot believe they are capable of living alone or are able to care for themselves without the other.

A healthy relationship offers effective communication, mutual respect, feelings of appreciation for the other, an egalitarian partnership and a safe environment in which to share feelings without fear of reprisal. The Employee Assistance Program can help determine a couple's needs. The

time to start looking at such issues is at the inception of the relationship; the EAP can help with skill-building through the coaching process or dealing with problems that exist by implementing counseling, either individual or conjoint, following an assessment to determine what is clinically most appropriate for the situation.

The EAP website, [www.EAP4YOU.com](http://www.EAP4YOU.com), offers a number of articles and trainings that can assist an individual or couple in determining the health of their partnership, deciding what enhancements might be made for a duo to function at an optimal level and assessing if domestic abuse is present. Being proactive in addressing issues between a couple certainly increases the odds of having a successful

and long-lasting relationship. At times, though, it may be determined there are such major differences in values, goals or lifestyles that it may not be best to move forward with this person.

If you have any questions about any of these concepts or would like to schedule an appointment with a professional counselor to discuss them further, you can contact the EAP at (800) 327-4968, TTY (877) 492-7341. These numbers are staffed 24 hours a day, seven days a week, for your privacy and convenience.

You need not stay in an abusive relationship. *Everyone* deserves a healthy relationship and to be treated with dignity and respect by their partner. There *are* worse things than being alone.

## Working Together to Make a Difference

*Continued from page 15*

problems we are facing in the field. The team developed some really impressive solutions and ideas consisting of computer programs talking to one another, eliminating reports and

supervisor staffing. Next, the team created standard work instructions for supervisors from open to close that focused on the essential tasks and the times in which the tasks should be completed to ensure the clerk and carrier operations run efficiently. Finally, we selected pilot sites

in each of the seven areas for team members to train management staff, implement the standard work and monitor the process for successes and failures.

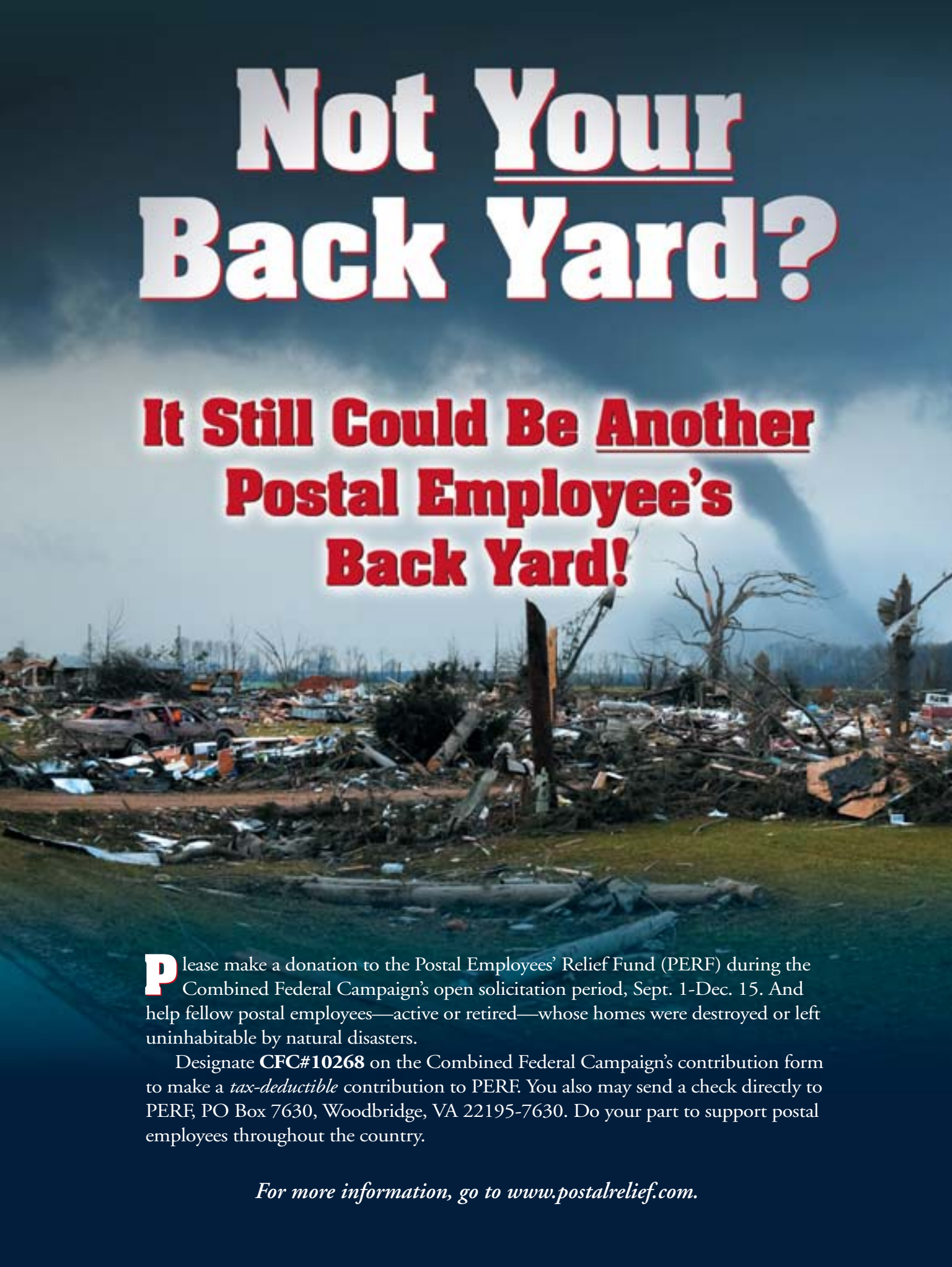
Essentially, the project was designed to get Customer Service supervisors away from the desk and computer to allow them to supervise their employees. In addition, the effort will give supervisors relief from redundant reports and telecons. It is important to recognize the USPS came to NAPS and offered us a seat at the table to work together on this Kaizen project. The team is scheduled to meet this month and again in February—a sign the USPS is committed to the success of the project.

Any way you look at it, this is a win-win situation. It is an opportunity to collectively look at a long-standing problem, analyze the issues and work together to create solutions that satisfy improving customer service and the working environment for supervisors.

Thrift Savings Plan					
Fund	G	F	C	S	I
October 2016	0.14%	(0.74%)	(1.82%)	(3.86%)	(2.03%)
Past 12 Months*	1.82%	4.66%	4.56%	3.50%	(2.18%)
The G, F, C, S, and I Fund returns for the last 12 months assume unchanging balances (time-weighting) from month to month, and assume that earnings are compounded on a monthly basis.					
Fund	L Income	L 2020	L 2030	L 2040	L 2050
October 2016	(0.38%)	(0.91%)	(1.39%)	(1.66%)	(1.89%)
Past 12 Months*	2.32%	2.43%	2.60%	2.61%	2.51%
These returns are net of the effect of accrued administrative expenses and investment expenses/costs. The performance data shown represent past performance, which is not a guarantee of future results. Investment returns and principal value will fluctuate, so that investors' shares, when sold, may be worth more or less than their original cost. The L 2010 Fund was retired on Dec. 31, 2010.					
Visit the TSP website at <a href="http://www.tsp.gov">www.tsp.gov</a>					

# Not Your Back Yard?

**It Still Could Be Another  
Postal Employee's  
Back Yard!**



**P**lease make a donation to the Postal Employees' Relief Fund (PERF) during the Combined Federal Campaign's open solicitation period, Sept. 1-Dec. 15. And help fellow postal employees—active or retired—whose homes were destroyed or left uninhabitable by natural disasters.

Designate **CFC#10268** on the Combined Federal Campaign's contribution form to make a *tax-deductible* contribution to PERF. You also may send a check directly to PERF, PO Box 7630, Woodbridge, VA 22195-7630. Do your part to support postal employees throughout the country.

*For more information, go to [www.postalrelief.com](http://www.postalrelief.com).*

## A New Fiscal Year—New Random Thoughts

By **Dioenis D. Perez**

**T**he new fiscal year is upon us and we still have no clue what our new NPA unit goals will be. I'm sure we will know sometime in calendar year 2017, just as in past fiscal years.

A special thanks goes to USPS Northeast Area Vice President Ed Phalen who was guest speaker at our quarterly district postmasters meeting; his candor was appreciated and welcomed. He told us to focus on service and everything else would fall into place—enough with all the checklists, saying we completed something, such as the 4000bs for window observations and so on. His



point was to focus on our core business and provide customers with great service. I couldn't agree more.

Unfortunately, we have turned into a company of Monday night quarterbacking: reacting after the fact instead of fixing the issues. Perhaps if we had the correct complement of craft employees in each office—in addition to the right number of EAS employees to run the office—we all would be more successful and provide the great service of which we all know we are capable.

Regarding the new delivery PET tool, there's no fixed office time given, yet we all know it exists. Read your *M-41* and *M-39* manuals when

doing a piece count inspection on an 1838c. How can the SCS approach their carriers and start discussing leave and return times while knowing the PET program is not recognizing an important part of the carriers' day? This is no way to engage your employees honestly.

It appears that most, if not all, districts will achieve an NPA payout in FY16. When associate offices lend CCAs and PSEs to Amazon hub offices on Sundays, why does it have to eat the overtime by the end of the week and the overtime can't be transferred back?

With dignity and respect, always.  
**pmob2020@aol.com**

*Dioenis D. Perez is NAPS Branch 202 vice president.*

## Amazing Bridges

By **Mary Burkhard**

**A**“amazing” is defined as something that is surprising, causes wonder and/or astonishment. “Bridge” is defined as something that is used to get over an obstacle, something that is transitional and also connects. These definitions also can be applied to your local NAPS officers because their main function is to use the knowledge, experience and skill set they possess to ultimately provide EAS members with what is best described as an “amazing bridge” when adversity or difficulty creates career obstacles. These bridges also can provide clarity and/or information that lead to career advance-



ment or a better work environment.

NAPS was given the right to represent EAS employees by Congress and the USPS for the specific purpose of assisting EAS employees and the USPS.

Sanctioned organizations such as NAPS are viewed by informed individuals as positive influences—not adversaries or clandestine or subversive groups.

Representation work essentially is paid by the USPS because it is done on the clock per the *ELM*. This is because representation is seen as valuable work that ultimately saves the USPS money and other resources. We should be proud and thankful to have such an organization that works with EAS employees at all levels and

functional areas nationally.

If an EAS employee is not a member of NAPS, it likely is because they do not understand the valuable asset they have in their local officers when questions and problems arise. An EAS employee without NAPS membership is like driving a car without insurance, then planning to pick up a policy if they need it. Good luck with that.

Creation of these amazing bridges usually does not come about easily and without preparation, just as if you were building a bridge from scratch. NAPS officers are prepared; they take their responsibilities very seriously and regularly invest significant personal time—days and weeks per year—to training, intensive research and national networking so they can resolve issues effectively,



efficiently and honestly.

It is not about taking a side; it is about getting everyone over the bridge to a constructive, unifying conclusion with integrity. Until you need a bridge, many do not fully appreciate the years of representation experience, regular interaction and meetings with district managers, plant managers and direct reports and various district meetings that have been regularly attended. This combines to make NAPS officers the “go-to” individuals when you need information or have a problem. They are your bridge.

NAPS officers assist, mentor and guide EAS employees toward achieving their professional goals, as well as provide information on various postal programs and representation. When you need representation, make sure to contact your NAPS officer right away to set up the meeting. Representation is about having a witness, having your and the USPS’ interests safeguarded and making sure the most recent policy is followed.

If you have another issue, speaking up won’t be as bad as you think. It is easier to handle problems and challenges early and use the correct policy and procedure, of which many managers may not even be aware, before the situation festers. The most effective way to use your local branch president or other NAPS officer is to have a clear idea what your issue is before you contact them and, on your own, try and do some basic research using the *ELM* 650 and NAPS websites. Then, with their knowledge of policy, procedure, rules and regulations and upcoming changes, NAPS officers will be able to build you some amazing bridges!

**mary4rep@gmail.com**

*Mary Burkhard is NAPS Branch 244 president.*

## Notes

*from the National Auxiliary*

# Why an Auxiliary?

**By Patricia Jackson-Kelley**

*President*

**T**he Auxiliary was organized to assist the National Association of Postal Supervisors in their efforts to provide a better postal service, help secure beneficial legislation to promote the welfare of supervisors as a whole and help with conventions.

The National Executive Committee and members of the Auxiliary visit and communicate with members of Congress to ask for support of legislation beneficial to postal supervisors and their families and present an opposing point of view to legislation that would adversely affect supervisors. Auxiliary members produce thousands of communications to their congressional representatives on legislation. Email and phone calls are today’s preferred methods of communication. Personal contacts with senators and representatives are part of the Auxiliary’s program, which helps garner valuable publicity for NAPS.

The Auxiliary enlists the interest and support of the community in our problems and concerns through various civic organizations and clubs. Recognition is secured by active participation in community projects.

The Auxiliary also assists the branches with social functions. Auxiliary members, individually, help stimulate interest in the branches, thereby increasing attendance and participation. The Auxiliary also helps with fundraising projects.

The Auxiliary is actively seeking

new members. We also are encouraging those who are members, but are not currently active, to recommit and assist us in fulfilling our mission.

The Auxiliary has an outstanding record of achievement in supporting



NAPS’ legislative objectives. In order to sustain and fulfill our mission, reach new milestones and strengthen our efforts, the time has come for each member of the Auxiliary to do a self-assessment of how their continued sup-

port and commitment can further this mission.

Do you believe and support the Auxiliary’s mission? What are you doing to help to attain this mission? What are you doing to increase membership and promote growth within the organization? Did you become part of the organization for a specific purpose? Are you still fulfilling and/or clarifying that purpose? Do you routinely reassess and affirm your attainment of the purpose, then set new goals?

As president, it is with honorable sincerity that I am looking forward to leading our organization to attaining heightened goals through our collaborative efforts. It is with profound gratitude to all Auxiliary members—and under the direction and guidance of our past presidents—that we will create and cultivate a strength-based environment that visualizes and affirms the four P’s of greatness: positive, productive, profound and proficient. I am committed to and avow to lead by example.

Yours in service.

**geekell@aol.com**

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APR = Annual Percentage Rate. Your actual APR will be determined at the time of application and will be based on your application and credit information. Not all applicants will qualify for the lowest rate. Rate quoted assumes excellent borrower credit history. Rates are set by the Board of Directors and may change without notice. Holiday loan available from October 1, 2016 - December 31, 2016. Estimated payment is \$30.38 per \$1,000 financed and is based on the lowest rate available. Payments will vary based on rate you qualify for.

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