

The Executive Council is the governing body of the NALC between national conventions and is responsible for determining the direction of the union. In accordance with Article 9, Section 11 of the *NALC Constitution*, the council consists of the president, executive vice president, vice president, secretary-treasurer, assistant secretary-treasurer, director of city delivery, director of safety and health, director of life insurance, director of the health benefit plan, director of retired members, the board of trustees and the national business agents.

As of May 1, 2016, the council had convened 15 times since the 2014 National Convention. Additional meetings will be held prior to the 70th Biennial Convention in Los Angeles.

Meetings of the council are important opportunities for national officers and key staff members to focus on the important issues that letter carriers face. NALC leaders learn about the latest developments from the field and tackle significant issues of national importance. Often, staff members in attendance report on departmental activities. By meeting as a group, Executive Council members gain the perspective needed to make important decisions on behalf of the membership.

Here is a summary of council meetings during the past two years:

December 4, 2014 (teleconference): The council reviewed the Site Selection Committee's report for the 2018 National Biennial Convention, discussed the findings and voted to approve Detroit as the site for the 71st National Biennial Convention in 2018.

December 15-19, 2014 (Washington, DC): President Fredric V. Rolando welcomed the newly elected members to the council. Some items the council addressed included the grievance arbitration procedure; legislative items, including the vacancies on the Board of Governors; an update on the cyber-attacks on USPS; organizing; and updates on the service and safety initiative.

February 12, 2015 (electronic mail): The purpose of the meeting was to address approval of signatories to bank accounts due to the newly elected resident officers, and of attorney and retainer fees.

February 19, 2015 (teleconference): The purpose of this council meeting was to discuss the dates for the National Rap Session to be held in Houston and the training to be conducted.

June 2, 2015 (teleconference): The council was advised that the Department of Labor (DOL) had concluded the investigation regarding the 2014 national election appeals. The Executive Council approved a special election for the office of director of retired members.

July 15-16, 2015 (Houston, TX): In addition to final preparations for the National Rap Session, the council also discussed at length current issues including the USPS Board of Governors, an update on the future of the NALC legislative department,

upcoming negotiations, the Special Review Committee meetings, and continued discussions of the NALC computer systems. Also, the Executive Council passed a resolution approving a new phone system for NALC headquarters.

August 18, 2015 (teleconference): The council discussed the potential purchase of the NALC Health Benefit Plan (HBP) building currently being rented. The council gave President Fredric V. Rolando the authority to sign a letter of intent for the purchase of the HBP building, subject to a 30-day period allowing either party to opt out without penalty.

October 6, 2015 (teleconference): The council approved a motion to authorize upgrades to the NALC computer system and a contribution to the Grand Alliance coalition.

October 29, 2015 (teleconference): The council approved the purchase of the NALC HBP building by NALC or affiliated building corporation, as appropriate.

November 3, 2015 (teleconference): The council discussed the upcoming city carrier assistant (CCA) conference to be held in St. Louis. Also discussed was the new Health Benefit Plan category (Self Plus One) and the plan to provide T-shirts to new CCA members. The council approved the purchase of a virtual appliance for use with new phone system for NALC headquarters.

December 9-11, 2015 (Washington, DC): The council was updated on current issues, including the status of the coalition with the other postal unions, major mailers and the Postal Service; Medicare integration; and updates on the Special Review Committee meetings. The Executive Council elected from the council four members as trustees and officers of Nalcrest. Also, the council passed a resolution concerning the rates for the NALC Health Benefit Plan for employees and staff (based on the staff plan actuary's analysis) and approved the development of an NALC app for smartphones. President Rolando announced in this meeting his appointment of former Region 9 RAA Paul Barner as the new executive assistant to the president.

January 5, 2016 (teleconference): The council approved attorney and retainer fees.

February 5, 2016 (electronic mail): The council approved a recommendation from the Band Fund Committee to send three bands to the 2016 National Biennial Convention.

February 17-19, 2016 (Washington, DC): The council discussed the upcoming national negotiations and dates for lock-downs with the USPS for two separate weeks. Also, the council heard and discussed updates on Senate hearings, changes to the NALC legislative department, organizing, letter carrier academy restructuring, NALC orientation, bargaining committees, a CCA conference overview, and other national training classes.

March 24, 2016 (Washington, DC): The council approved the renewal of a maintenance agreement for the NALC computer systems. Also discussed were updates on the upcoming national convention.



ur efforts for the national NALC Food Drive began humbly, as letter carriers saw a need in the neighborhoods in which they carried their routes and did what they always do: They began the work of helping.

Following a successful pilot food drive held in 10 cities in October of 1991, the NALC began working with the U.S. Postal Service to roll out an even bigger effort that spanned the country. As they say, the rest is history—a wonderful history that now spans 20-plus years, with more than a billion pounds of food collected by letter carriers and our partners, all in an effort to stock local food shelves, pantries and food banks.

The second Saturday in May each year sees the largest one-day food drive in America. Building a campaign for hunger awareness is an important component in our food drive efforts. Knowledgeable of the devastating and all-too-common issue of hunger in this nation, letter carriers and our allies are ready to work together to ask for donations of non-perishable food and, on the day of the drive, to collect those donations as we conduct our daily delivery rounds.

The NALC has a great team of partners for our Letter Carriers' "Stamp Out Hunger" Food Drive. In 2014, the U.S. Postal Service, by order of the postmaster general, once again granted permission for us to use the G10 permit to mail both reminder postcards and paper and plastic bags. Campbell's Soup Company provided more than 75 million postcard reminders, using the value and power of the mailbox as our main food drive campaign piece. Valpak also mailed more than 40 million envelopes promoting the drive, envelopes that contained inserts that further supported the effort. Other partners in 2014 were the National Rural Letter Carriers' Association, United Way Worldwide, AFL-CIO, Feeding America, Uncle Bob's Self Storage and Valassis. These partners assisted us with driving public and media awareness, volunteer recruitment, logistical support and planning expertise. Many local businesses, local United Way organizations and food agencies supported the food drive by sponsoring paper bags, union-made at International Paper Company, to be delivered to mailboxes as an additional reminder.

In many locations across the country, food drive promotional events were held to kick off 2014's food drive on Saturday, May 10. These are momentum-builders in the days leading up to the drive and serve as powerful illustrations of the whole-hearted commitment by NALC and our partners to continue our work to help those in need.

Since the last report to the convention about the food drive two years ago, we have seen a lot of success. The 2014 Letter Carriers' Food Drive collected 72.5 million pounds of food. The top five food-collecting branches were West Coast Florida Branch 1477 (1,670,688 pounds); Central Florida Branch 1091 (1,485,608 pounds); Tampa, FL Branch 599 (1,234,495 pounds); Clearwater, FL Branch 2008 (1,230,750 pounds) and Garden Grove, CA Branch 1100 (1,158,725 pounds).

The top branches in 10 membership categories were announced in the August 2014 issue of *The Postal Record*, and the first-place finisher in each category received an NALC plaque at the convention in Philadelphia.

In 2015, the Letter Carriers' "Stamp Out Hunger" food drive had an extraordinary year. We had the steadfast partnership nationally of the United States Postal Service, the National Rural Letter Carriers' Association, United Way Worldwide, AFL-CIO, Feeding America, Valpak and Valassis. We also were given once again a creative and fun Family Circus cartoon in support of the drive by Jeff Keane. For the first time, NALC took sole responsibility for raising the money needed to buy all of the reminder postcards. To support this effort, NALC branches helped by collecting monetary contributions from local food agencies, United Ways and local faith communities. Many branches went even further by directly supporting the production of postcards using their own finances. Altogether, in 2015 we were able to buy 105 million-plus cards nationally, an amazing feat that took a lot of additional work.

These extra efforts were rewarded: approximately 71 million pounds of food was collected to help needy families across America. The year 2015 also marked the 12th consecutive year the food drive collected in excess of 70 million pounds of food, bringing the 23-year cumulative total—through 2015—to 1.4 billion pounds of food collected.

The top five food-collecting branches for 2015 were Central Florida Branch 1091 (1,725,772 pounds); West Coast Florida Branch 1477 (1,460,280 pounds); Clearwater, FL Branch 2008 (1,275,289 pounds); Buffalo-Western NY Branch 3 (1,196,386 pounds); and Garden Grove, CA Branch 1100 (1,118,300 pounds).

The top branches for 2015, in 10 membership categories, were announced that summer's July *Postal Record*, and the top branches in each category received a plaque from NALC and a letter of congratulations from President Rolando.

A report on the 2016 food drive will be delivered at the Los Angeles Convention.

The NALC continues to build on foundational blocks in the electronic arena as far as the food drive is concerned. Informational materials, cartoons and logo artwork, public service announcements, and order forms provided by union-made food drive merchandise vendors were all made available online. An online Food Drive Tool Kit page on nalc.org provides a one-stop location for NALC coordinators, food agency partners, media members and journalists—as well as members of the general public—who are interested in knowing and doing more to help us feed our hungry customers.

The total effect of this electronic effort has been an enormous awareness of our food drive campaign. This diverse and multi-pronged approach, using physical assets and resources as well as digital ads and social media posts, come together to help spur one of the greatest days of giving in the United States—the Letter Carriers' Food Drive. On that day, we have a special common purpose: helping those in our communities in need of food.

At least six days a week, letter carriers can be found in every neighborhood in the U.S. delivering the nation's mail. The very nature of the job puts us in close contact with the American public. We are the only public servants to make regular rounds and come into the daily lives of customers—young and elderly, in need or affluent. We are everywhere and see most everyone.

As a result, letter carriers are often nearby when there is a car crash or a crime—and just as often, we are the first on the scene to offer assistance. We are in the elements during bad weather, and we are around often during crisis situations. Letter carriers also have a direct view of the needs and challenges in communities—a family without shelter or food, a child without a coat or shoes, a senior citizen in need of medical or social services.

The NALC is proud of the heroism and good deeds performed by our members each year. In 1974, the union established the Heroes of the Year awards to pay tribute to letter carriers who perform selfless and heroic acts, ignoring the risk to themselves. In 1978, the Humanitarian of the Year Award was added to honor letter carriers for significant, sustained and personal contributions to a worthy cause. A Branch Service Award was added in 1986 to recognize a branch's involvement in ongoing community service. In 2002, a fourth category was created—a special Carrier Alert Award to honor an individual carrier who, due to his or her keen observations of conditions and people on the route, saved a life or lives. Our first-ever Legacy Award was presented in 2012, recognizing a significant and/or lifetime achievement. And in 2014, we added a Unit Citation Award to recognize the collective actions of two or more people involved in a heroic act.

Each year, a panel of independent judges—representing the labor movement, community service organizations and emergency public services—reviews *Postal Record* features and items published in the magazine's "Proud to Serve" pages. In 2014, the judges were Richard Daschbach, chief judge for the Employees' Compensation Appeals Board (ECAB); Ana Avendano, vice president and AFL-CIO community services liaison at United Way Worldwide; and Fairfax County, VA Fire Chief Richard Bowers. In 2015, Daschbach retired and Christopher Godfrey, the new chief judge for the ECAB, was added to take his place on our NALC Heroes judge's panel.

The judges select a national hero, a national humanitarian and three regional heroes (eastern, central and western). They also can name a Special Carrier Alert Award winner, a local NALC branch for its service, and they can opt to present new awards such as the Legacy or Unit Citation awards.

The award-winning heroes are invited to come to Washington, DC, to receive their awards in person. An official ceremony is held at a hotel near NALC Headquarters in conjunction with a luncheon reception.

The Heroes event has become an important occasion in the nation's capital, and it is attended by members of Congress, government dignitaries, the postmaster general and other postal officials, labor leaders, community service representatives and reporters, along with NALC's resident national officers. These guests honor NALC's proud tradition of service by joining the heroes, their families and their branch presidents for this special awards presentation. Each of the winners receives a certificate and a monetary award.

NALC believes it is important to bring the outstanding activities of our members to the attention of the public. For this reason, every effort is made to publicize each hero's actions and to highlight the annual reception. Local, regional and national print and broadcast media outlets are informed, voice and video interviews are distributed to radio and television outlets, and the ceremony is recorded for distribution to the television stations in the heroes' home cities.

It's worth noting that, over the years, numerous NALC heroes have won the prestigious Carnegie Award for Heroism.

In 2014, the National Hero of the Year was Jermaine Shirley from Branch 759 in Greenwich, CT. Shirley smelled smoke in an apartment building one morning; he alerted the residents and also caught two

young children who were thrown to him from a window as fire engulfed the building.

Humanitarian of the Year was Orlando Gonzalez from Branch 36 in New York City. Gonzalez organized the first annual "Vinny's Walk," where letter carriers raised money for NALC's only official charity, the Muscular Dystrophy Association. Named in honor of NALC President Vincent R. Sombrotto, Vinny's Walk raised more than \$20,000 for MDA.

The Eastern Region Hero was Robert George from Branch 12 in Worcester, MA. George, an Air Force veteran, witnessed an accident and sprang into action, pulling the driver to safety before the man's crashed truck burst into flames.

Jim Rurik from Branch 78 in Columbus, OH, was the Central Region Hero. Rurik used his postal jacket to smother the burning clothes of a fire victim, then evacuated all the residents of the blazing building.

Western Region Hero was Steve Filson from Branch 1937 in Central Oregon. Filson, a Navy veteran, used



CPR to help save the life of a fellow letter carrier suffering a heart attack.

The Branch Service Hero was Branch 258 in Reading, PA. For more than a decade, letter carriers there have provided gifts and necessities during the winter holidays to people in their community who need financial help.

In 2014, the judges panel awarded the NALC Legacy Award to posthumously recognize Victor Green of Branch 425, Bergen County Merged, NJ. Green, a New York-area letter carrier, helped a generation of black Americans travel safely and without shame in pre-Civil-Rights-era America by publishing an annual travel guide (the "Green Book") to inns and private homes that accepted African-Americans.

And finally, the judges in 2014 created and awarded a Unit Citation Award to Crissy Perfetti and Steve Plunkett, both members of Branch 31 in Peoria, IL. The pair helped to rescue a boy who had been abducted at knife-point and then brought the boy to safety in their post office. They trailed the suspect until police arrived, and by doing so, they helped capture a man who had prior convictions for crimes against children.

At the 2015 awards ceremony this past October, Scott Gallegos, from Branch 4494 in Carmichael, CA, was honored as the National Hero of the Year. Gallegos, a city carrier assistant who had been on the job for just two weeks, was on his route when he found a woman who had been shot. The Army combat veteran immediately took action: He tended to her injuries, shielded her from the gunman and assisted police.

The National Humanitarian was James Robledo from Garden Grove, CA Branch 1100. Newly retired, Robledo found in a guitar instruction program for veterans some relief from the lingering stress caused by his service in the Vietnam War. He rose to lead

his local chapter of Guitars for Vets, bringing the therapeutic benefits of guitar lessons to many other veterans.

Eastern Regional Hero was Alan Symonette from Branch 1025 in Gainesville, FL. Symonette, after hearing squealing tires and seeing a sport-utility vehicle plunge into a

retention pond, headed straight into the water after the SUV. The Marine Corps veteran, along with a bystander, eventually freed the driver from the sinking car and brought him safely to shore.

Central Regional Hero for 2015 was Kizzy Spaulding from Branch 148 in Akron, OH. Spaulding spotted a house on her route that was on fire, with a woman inside who was unresponsive. Spaulding called 911, then went inside and pulled the patron to safety.

Western Region Hero was Steve Shipman from Branch 1358 in Tulsa, OK. Hearing an explosion while on his route, Shipman turned to see a house on fire. He and a neighbor also heard a girl at the back of the house scream. The men called 911, then broke out the bedroom window and pulled the girl outside before the house was destroyed by flames.

The Special Carrier Alert Award was presented to Denice Howard from Branch 396 in Plainfield, NJ. Howard noticed that an elderly patron's car was in an unusual place during a snowstorm. Investigating, she found the man lying in the cold after he had slipped on some ice, and she kept him warm and safe until authorities arrived.

In 2015, the judges gave a Unit Citation Award to Bryce McLean and Terrence Graves from Branch 916 in Eugene, OR. After a female patron told McLean that someone had stolen a package from her, he spotted a suspect who matched the alleged thief's description. McLean and fellow carrier Graves detained the suspect until police arrived. Police recovered several victims' stolen items.

Also last year, the judges recognized John Curtis from Branch 391 in Central Maine with a Special Education Award. Brother Curtis used his extensive knowledge of the labor movement to bring history out of the library and onto the streets as a way of helping young workers in their struggle for living wages and recognition. His booklet, *Low Wages and other High Crimes: Untold Stories of the 99%*, shows that victory against powerful resistance is possible.

While they were in Washington for the 2015 awards ceremony, the year's four national heroes who are also military veterans—Gallegos, Robledo, Symonette and Graves—were invited to lay a wreath in a ceremony at Arlington National Cemetery's Tomb of the Unknowns. This moving commemoration left a lasting impression for all involved.

Each honoree in 2015 was presented a special NALC "National Hero" lapel pin that he or she can wear to highlight their receipt of the honor. In an effort to do more to recognize the heroic actions of letter carriers who look out for their communities, NALC also awards smaller hero pins to each carrier whose story appears in the monthly Proud to Serve section of *The Postal Record*.

People know that letter carriers represent honest, hard work in public service. They know we are the trusted public face of the finest (and most affordable) postal service in the world. I believe that letter carriers also are some of the most dedicated and caring people you will ever find. And many times, in the most challenging of circumstances, we become heroes.

EQUAL OPPORTUNITY EMPLOYER

NALC continues to honor and subscribe to its affirmative action program, which provides for a continuing analysis of the association's human resources and personnel policies and practices and formalizes our commitment to recruit, hire, train and promote all persons without regard to race, color, creed, religion, sex, marital status, age, handicap, veteran status or national origin. This program has the strong support of this administration.

Under the supervision of the director of city delivery, five issues of the *Activist* have been published since the last convention report. The newsletter draws on the knowledge and experience of the many staff members at NALC Headquarters who contribute articles. All issues from 1997 onward are available on the NALC website. An index, which covers the entire period since the *Activist* was first published in 1986, eases access to the information contained in older issues.

The approximately 9,000 people who receive the *Activist* know it is not just for stewards; it regularly covers a wide range of subjects helpful to the many people who work for the NALC at the branch level. It goes to branch officers, stewards and other NALC members

actively engaged in advancing the interests of their branch and the NALC as a whole. The mailing list continues to grow, as branches identify more people who could profit from the useful

COST OF NALC ACTIVIST

4/14 to 3/16

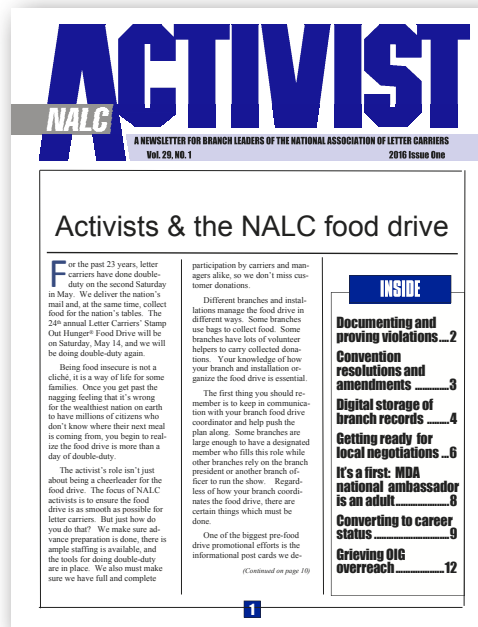
Printing	\$25,022
Postage	\$1,500*
Total	\$26,522
Number of issues	5

*The NALC *Activist* and the NALC *Bulletin* share a USPS postage account, so the postage cost here is estimated.

information included in the newsletter.

Every issue lists training seminars and state conventions scheduled in each NBA region, along with the latest data on USPS operations. In addition to these regular features, issues since the last report have covered the following topics:

- Evidence: the key to a successful grievance
- Customer Connect
- Interviewing postal patrons and other civilian witnesses
- Extensions
- Residual vacancies
- CCAs: uniform allowances, health benefit options and organizing update
- Driving privileges
- Heroes awards: recognition is the greatest motivator
- Winning a WOO grievance
- Soliciting customers to change their mode of



- delivery
- Safety and service reviews
 - Shop steward's guide
 - City delivery route alternative adjustment process
 - Dealing with management pressure
 - Preparing for retirement
 - Non-productive operational codes
 - Labor-management committees
 - Negotiating strategies and techniques
 - Scribes and branch items
 - Who's who in the 114th Congress?
 - Putting DOIS in its place
 - Power is found in organizing
 - What does the successful steward do besides file grievances?
 - Postal alliance: unions working together
 - Mentoring new carriers
 - Requesting OWCP health benefit refunds
 - Winter safety
 - Acts of God grievances
 - Health coverage for converted CCAs
 - Framing the issue
 - Getting medical bills paid for on-the-job injuries
 - Learning to listen

COMBINED FEDERAL CAMPAIGN

The NALC has long been an enthusiastic supporter of the Combined Federal Campaign, which is designed to allow postal and federal government employees to make charitable donations through payroll deduction.

Each year, I have issued an endorsement of the annual CFC campaign and suggest that NALC members use the opportunity to make regular donations to the Muscular Dystrophy Association, the Postal Employees' Relief Fund, the United Way, or any charity of their choice.

Since our last convention report, there have been numerous changes in the Department of Legislative and Political Affairs to accommodate the ever-changing environment on and off Capitol Hill. While much is changing, the department's overarching goals remain the same: to continue mobilizing, educating and engaging our activists to influence members of Congress on issues of importance to letter carriers. Specifically, the department continues to remain focused on the following priorities:

- Advocating on behalf of all letter carriers in the halls of Congress by working behind the scenes with lawmakers and stakeholders on policies affecting our issues.
- Monitoring federal and state legislation affecting our issues.
- Collaborating with a broad range of stakeholders (including postal unions, postal management and a cross-section of the mailing industry) to help pass comprehensive and positive postal reform legislation.
- Expanding the Letter Carrier Political Fund so we can support the congressional election (and re-election) campaigns of lawmakers—from both parties—who defend the Postal Service and letter carriers.
- Mobilizing letter carriers and allies in local communities to advocate strong Postal Service.
- Preparing around the country for the 2016 general election.

To do these things effectively, our department has been quite active on a number of fronts. Below is a brief overview of the department's activities since NALC's 2014 convention in Philadelphia.

ENGAGING MORE LETTER CARRIER ACTIVISTS

Over the last two years, the department has made many notable changes. As you may have noticed, we have been shifting to a field-based structure. This includes recruiting letter carrier activists to serve as legislative and political organizers (LPOs), primarily working to mobilize more activists around the country. We know there is a role for everyone who wants to be involved on the legislative and political front, and LPOs are one key to helping everyone become more engaged.

Our first LPO, Eddie Morgan from Philadelphia Branch 157, has hit the ground running by meeting with state associations and rank-and-file activists throughout

the nation to help increase their participation in the legislative and political process.

In addition, the department now has a dedicated writer, Travis Van Horn, who reports on legislative and political matters, allowing our activists to be armed with information as policy proposals continue to rapidly shift and evolve.

These changes are just the beginning.

Last October, NALC held its first-ever Letter Carrier Network Activist training, bringing together seasoned activists and activists new to the process. Nearly 200 letter carriers from every state in the country gathered for hands-on training—led by department staff members, by NALC Headquarters staff members and by letter carrier activists—so they could learn more about mobilizing their fellow letter carriers by

communicating with other members and by making individualized pitches for involvement in legislation and politics. The training also sought to teach attendees how to approach legislators and their staff members, and how to maintain those relationships.

Our activists comprise the backbone of our grassroots efforts. We look forward to bringing more training sessions to the states for our activists to continue building relationships that influence the legislative and political process.

ON CAPITOL HILL

The momentum built by the combined voices of letter carriers on Capitol Hill has helped deter

lawmakers who seek to dismantle the Postal Service and to attack letter carrier jobs. Because of the relationships letter carriers have spent years building with their members of Congress—in Washington and in their districts—lawmakers know who we are and they recognize the invaluable services we provide in communities six—and sometimes seven—days a week.

In addition, the tone and temperament of Capitol Hill has shifted since our last report, when we faced a general unfriendly postmaster general and Congress, both determined to dismantle the Postal Service by attacking the network and its employees. New leadership, at the Postal Service and on the House Committee on Oversight and Government Reform, has significantly improved our outlook. Now, the climate on Capitol Hill is enabling NALC to play offense. NALC and other stakeholders have been invited to provide input on policies to allow one of America's most beloved institutions to achieve financial stability.

Our message to lawmakers has been simple: NALC is dedicated to preserving affordable, high-



quality, universal mail and package delivery service for all American businesses and households, and we can do this without attacking employees and dismantling the network.

BUILDING CONSENSUS ON POSTAL REFORM

In the last Congress, numerous efforts aimed at reforming the Postal Service failed thanks to partisan divides that created a lack of consensus on a path forward for an agency in a fragile recovery. NALC recognized that, for us to move forward and achieve the necessary consensus, we would need to form a coalition of stakeholders dedicated to restoring financial stability to the Postal Service. This coalition is now made up of the four major postal unions, several key mailing industry groups and the executive leadership of the U.S. Postal Service. With a coalition making its consistent voice heard behind the scenes, our postal reform efforts are beginning to gain traction.

After months of gathering input from stakeholders, Sen. Tom Carper (D-DE), the ranking member of the Senate Committee on Homeland Security and Governmental Affairs, introduced S. 2051, a comprehensive postal bill called the Improving Postal Operations, Services and Transparency Act, or iPost. NALC is unable to support the bill because of several provisions of concern included in it, but we continue to work with Carper and the committee's staff members to try to improve iPost should it come up for consideration. Nonetheless, iPost serves as an important first step toward beginning a conversation in Congress about how to preserve and strengthen the Postal Service for the American people while protecting the legitimate interests of all key stakeholders.

On the House side, our coalition has been working behind the scenes with committee leaders as they work to craft bipartisan postal reform legislation. For example, President Rolando was invited in May to testify before the House Committee on Oversight and Government Reform and to begin a dialogue on how to consensus reform might be achieved. The department anticipated that there would be more activity in the House prior to Congress' departing Washington in mid-July for the summer recess.

SUPPORTING RESOLUTIONS TO DEFEND SERVICE

Every year, NALC activists are asked to reach out to their representatives in Congress and to encourage them to co-sponsor resolutions that defend six-day mail delivery and door delivery and that call for maintaining service standards. Because of letter carriers' momentum on Capitol Hill, calls to eliminate services don't have the same broad consensus needed to pass both chambers that they used to.

In fact, overwhelming support from a majority of House of Representatives members—who need at least 218 votes in that chamber for any measure to pass—have nearly silenced attacks from now-minority lawmakers who still believe that cuts are necessary to stabilize the Postal Service. Even though the number of co-sponsors on pro-six day mail delivery and pro-service standards resolutions now surpass the 218 milestone, we can't become complacent in our efforts.

Since our last report, NALC has played a large role in successfully fighting off efforts to eliminate services. With the Postal Service improving financially, congressional dialogue has shifted toward innovation, growth and partnership as consumers have demanded strong postal services.

There is one exception: door delivery. Many members of Congress simply don't know enough about the value of door delivery or understand consumers' overwhelming preference for it. In Congress, what's not understood is easy to attack, so while members continue to debate spending bills and a federal budget, NALC will continue to focus on educating Congress about door delivery's importance for the Postal Service.

PROTECTING FEDERAL EMPLOYEES

Throughout this Congress, a virtual avalanche of bills affecting federal employees has been introduced in both the House and Senate. NALC has been closely monitoring each bill for any traction—including bills affecting pay raises, paid leave, federal workforce and agency reductions, changes to health care and retirement benefits.

In particular, one piece of legislation that's been moving in the House would decrease for Social Security annuitants reductions caused by the Windfall Elimination Provision (WEP). Rep. Kevin Brady (R-TX), chairman of the House Committee on Ways and Means (which has jurisdiction over the WEP issue), has introduced the Equal Treatment of Public Servants Act, H.R. 711, a bill that calls for basing Social Security calculations on earnings and work history, creating a single benefits formula for all workers.

While NALC prefers the Social Security Fairness Act (H.R. 973), which would eliminate both the WEP and Government Pension Offset (GPO) provisions altogether, it appears that H.R. 711 is the only viable option in the current climate.

Additionally, legislation introduced in both the House and Senate, the Federal Adjustment of Income Rates Act (the FAIR Act, H.R. 485 and S. 2699), calls for providing an increase in pay for federal employees in the upcoming Fiscal Year 2017. The bills would provide a 3.9 percent statutory pay raise to federal employees plus 1.4 percent in lost locality pay starting in 2017, totaling a 5.3 percent pay increase. Since Fiscal Year 2011, the federal-

postal community has lost more than \$150 billion in the form of pay freezes and cuts to health and retirement benefits.

NALC continues to serve in a leadership role on the Federal-Postal Coalition, making the voice of letter carriers part of a united front to protect all federal workers. As bills continue to appear that threaten to harm federal employees, we will continue to work with other postal stakeholders to try to prevent any from gaining traction.

ADVOCATING ON BEHALF OF VETERANS

The Postal Service is the second-largest employer of veterans in the United States, second only to the Department of Defense. NALC appreciates the sacrifices made by military veterans and has been working to monitor and report on any legislative proposals affecting veterans.

In November 2015, President Obama signed into law the Wounded Warriors Federal Leave Act (S. 242 and H.R. 313), providing federal employees who are also disabled military veterans with 104 hours of specially designated leave during their first year in the federal workforce. The leave, which took effect in November 2016, allows veterans to seek medical treatment for service-related disabilities and is counted as separate from traditional sick and annual leave. Prior to this, first-year federal workers accrued only four hours of sick leave each pay period, forcing many veterans with disabilities to take unpaid leave because they had not built up enough time.

The Senate Committee on Veterans Affairs also has been recently at work on crafting a package of bills that are expected to gain traction in the coming months. The Veterans Choice Improvement Act (S. 2646), the Improving Veterans Access to Care in the Community Act (S. 2633) and the Express Appeals Act (S.2473 and H.R. 800), if enacted, would all significantly improve veterans' access to care by expanding provider agreements and simplifying access so veterans could have more options for local care outside of the Department of Veterans Affairs system. The combined bills are designed to create a more efficient claims submissions process (tested in a five-year pilot program) and to expand the authority of the Secretary of Veterans Affairs to hold senior executives accountable.

BATTLING 'FREE TRADE' DEALS

Last spring, Congress passed Trade Promotion Authority (TPA) legislation granting the Obama administration authority to secretly negotiate trade deals and forcing Congress only to hold up-or-down votes on such deals with no opportunity to strike or amend problematic provisions.

NALC joined hundreds of other organizations to oppose this disastrous decision, joining the

Coalition to Stop Fast Track as it placed broadcast advertisements against TPA in Washington, DC, and in targeted congressional districts across the country. President Rolando also sent a letter to the House of Representatives, urging members to reject legislation that "fast tracks" trade deals.

Currently, the World Trade Organization is sponsoring the negotiation of a Trade in Services Agreement (TISA) among dozens of countries. The U.S. government also is in talks with the European Union (EU) on the Trans-Atlantic Trade Investment partnership (T-TIP), which would cover our economic interaction with the E.U.'s 27 countries. In both negotiations, the Europeans are calling for the U.S. to phase out the Postal Service's monopoly on the delivery of letter mail. In other words, both are direct threats to postal workers' jobs and America's system of affordable universal service.

As the next "free trade" battle approaches with the Trans Pacific Partnership (TPP)—most likely during the lame duck session of Congress after the November general elections—NALC will again join the ranks of labor, environmental and health care organizations in opposing the undemocratic deal.

THE GENERAL ELECTION

Following the 2014 elections, Republicans maintained their leadership in the House and took over leadership of the Senate. With Republicans controlling both chambers of Congress and with a Democrat in the White House, there has been much gridlock in Washington, DC. Additionally, an insurgence of House Freedom Caucus members has derailed numerous efforts by the House's majority, and it played a significant role in Speaker of the House John Boehner's departure from Congress.

As this report was written, mid-July was approaching, a time when members of Congress were expected to dash back to their home districts to tend to their re-election campaigns. At the same time, NALC planned to shift its focus from legislation to influencing the elections' outcome.

As always, the department is committed to supporting the election and re-election of lawmakers who support NALC members, and that is why we will be helping those most in need this election cycle, using our political resources to get the job done.

If you are a member of the Letter Carrier Political Fund, our political action committee (PAC), thank you! If you are not, please consider joining. Your contribution will help ensure the candidates who are coming back to Washington are those who are fighting for us.

As with every election cycle, NALC also plans to put boots on the ground with the AFL-CIO in battleground states where we can make the most difference. We have been working with the AFL-CIO to prepare for these efforts; more information on these efforts will be forthcoming.

NALC's Workers' Compensation Department—headed by Kevin Card, assistant to the president for workers' compensation—provides information and advice to NALC members on the Federal Employee's Compensation Act (FECA) and its administration by the Office of Workers' Compensation Programs (OWCP).

The Workers' Compensation Department provides direct representation for members who file appeals with the Department of Labor's Employees' Compensation Appeals Board (ECAB). NALC members who are contemplating an ECAB appeal should contact the Workers' Compensation Department at NALC Headquarters for assistance.

NALC's goal is to provide qualified OWCP representation to every injured member at every level of the organization. The Workers' Compensation Department is committed to providing OWCP training and representation at the regional and branch levels. Branch leaders should contact their region's national business agent's (NBA) office to schedule OWCP training.

The department provides OWCP training to NALC Leadership Academy students, focusing on the history of the FECA and its underlying social compact, the FECA's structure and regulatory underpinnings, and how the FECA intersects with NALC's National Agreement with the Postal Service. Leadership Academy students learn how to complete OWCP forms and about the problems that can arise when the forms are improperly completed.

The Workers' Compensation Department provides information and advice to members through *The Postal Record*, the *NALC Activist*, the *Injured on the Job* section of the NALC website and national convention workshops.

In 2015, President Rolando added seven full-time Regional Workers' Compensation Assistants (RWCAs) to the department. The RWCAs assist NBAs and branch officers who themselves assist members with their OWCP claims and other FECA-related matters. RWCAs are available to provide training at state and regional trainings. Branch officers should contact their region's NBA office to request RWCA assistance.

The addition of city carrier assistants (CCAs) in our craft provides new challenges for OWCP representation and contract enforcement. The Department of Labor has published updated guidelines for determining pay rates for CCAs who are injured on the job. National business agents and RWCAs are instrumental in ensuring that CCAs receive the representation and compensation to which they are entitled.

The Workers' Compensation Department works closely with the Contract Administration Unit (CAU) on grievances that deal with OWCP issues. Close monitoring of management's obligations under FECA and the contract helps every injured worker by enforcing strict compliance. The Workers' Compensation Department also assists the CAU with USPS handbook and manual changes and with postal programs to ensure that they are in compliance with the FECA.

FECA reform has been considered in multiple versions of recently proposed postal congressional legislation. The Workers' Compensation Department works with the NALC's Legislative and Political Affairs Department to review proposed changes to federal laws that may affect injured letter carriers.

Under President Rolando's guidance, the NALC provides the most comprehensive OWCP representation of any federal-sector union.

INFORMATION CENTER

The NALC Information Center (IC) has changed over the years, but its purpose has remained the same: to obtain, organize and protect the information resources needed by the union's officers, staff and membership. This mission is carried out through the maintenance of the Information Center itself, the union's records management program and its archival collection.

INFORMATION CENTER

One of the most significant parts of the IC collection is, not surprisingly, postal-related material. This part of the IC's collection has always been one of its strengths; no USPS publication is ever discarded. The IC should be the one place in the Washington office where we can be sure we have the USPS publication in question (and can find it when needed). This means the IC can supply, when asked, the changing language of a section of the

ELM or *M-41* or other postal document going back to its origin. Branches needing support for arbitration, as well as Washington officers and staff, have access to this information through the IC staff.

But this is 100 Indiana Avenue, NW, and the NALC, not L'Enfant Plaza, so the IC does not just have USPS materials. The IC tries to maintain at least one copy of any paper NALC publication or CD/DVD. This fact proves especially useful every two years when we prepare for our national convention and people develop a sudden interest in past proceedings, officers' reports and resolutions. The IC has a collection of convention documents going back to the early 1960s. Combining those with all the past *Postal Records*, we can trace what happened in every convention of our union's history, back to the very beginning.

The move to information in digital format continues. More print publications are choosing to produce digital versions only, affecting NALC's subscription list, which

continues to decline. Since not everyone is comfortable accessing information digitally, the IC still gets a hard copy of heavily used publications, whether from the Postal Service or some other source.

NALC's news clips, prepared daily by IC staff, have been assembled digitally since 2006, which allows them to circulate more widely than when they were painstakingly produced by cutting, pasting, and then photocopying. While the clips are done every morning when the office is open, the IC staff is always happy to answer specific reference questions, or do research projects, by drawing on the unique materials it has available.

RECORDS MANAGEMENT

Records management is a challenge, whether the record in question is paper or electronic. The purpose of the records management program at NALC's headquarters is to organize and preserve the enormous amount of material generated by the union. It's not solely done for efficiency's sake, although that undeniably is important in helping the union to run smoothly. There are also legal implications.

As branches should be aware, the Labor-Management Reporting and Disclosure Act (LMRDA) imposes strict retention requirements on unions, both on the local and national levels. For approximately 30 years, NALC has followed a retention schedule for officers and departments at national headquarters, which helps ensure we have what we need to do our jobs and keep what we are legally obliged to maintain. This schedule keeps storage practices consistent by defining how long specific categories of documents need to be retained, whether in someone's office or in records storage, and when they can safely be destroyed. It may seem counterintuitive, but destruction is a vital part of records management. When disposing of records, care is always taken to safeguard personal data and other sensitive information.

As I've noted in previous reports, the fact that technological changes make it much easier to scan and save digital copies doesn't solve our records management problems—it merely complicates them. Organizing NALC's digital records is a continuing project, involving everyone who works for the union. Scanning is just the first step; we also must make sure we can locate a specific item when it is needed, in the format required, while also eliminating unnecessary duplication of effort. It benefits no one to have multiple copies of the same USPS document stored on NALC servers, or to have valuable time spent scanning documents that are rarely needed.

Individual branches face all of the same records-management issues as NALC headquarters, albeit on a somewhat smaller scale. The head of the IC does outreach on this issue—in years past at the secretary-treasurers' seminar and, beginning in 2015, as part of the expanded branch officers' training. The aim is to disseminate useful approaches to a common problem while helping branches comply with LMRDA requirements.

ARCHIVES

As you know, NALC celebrated its 125th anniversary at the 2014 convention in Philadelphia. Clearly, the union has a lot of history to protect. Since 2001, NALC's official archives have been located at the Walter Reuther Library, part of Wayne State University in Detroit. Our records are not donated to Reuther; the NALC continues to own everything stored there and could retake possession at any time. But the Reuther, with its professional staff, offers us many advantages in safeguarding our past. It enables us to protect and preserve our records and make them more easily accessible to our members and to anyone interested in the history of the NALC, letter carriers, or the American labor movement.

The union's history can be traced through many different types of sources. It's not simply documents in acid-free file folders (although there are certainly a lot of those). NALC's collection at Reuther includes memorabilia, photographic images, videos, posters, badges and uniforms. Not everyone can make it to Detroit, but you can explore what's available by checking out the Reuther website (<http://www.reuther.wayne.edu>) where you'll see, among other things, finding aids to the NALC collection and a photo gallery of historic images.

Resources at the Reuther were instrumental in producing the 125th anniversary display and videos seen in Philadelphia. They will again be drawn on for the celebration of the Mutual Benefit Association's 125th anniversary at the upcoming convention in Los Angeles. And we hope to use them for some sort of commemoration of the NALC when our convention meets in Detroit in 2018.

The NALC collection at Reuther continues to grow. For example, we recently added branch newsletters from 2013 through 2015 so future researchers can get a sense of the union's activities at the grassroots level. We will continue to appropriately expand our collection in Detroit.

The next important step will be to complete the housing of President Emeritus Vincent Sombrotto's papers in the archives. Most are already there and available for research, but the records of the last three years of his presidency are still in Washington and ready to be moved to Detroit. We have discussed this, the 2018 Detroit convention and other possibilities for the NALC collection with the new director of the archives, Erik Nordberg.

While the union's official archives are in Detroit, many historical items and files remain in Washington. This includes the digital version of the footage from all past NALC conventions, along with other significant visual records from the union's history. Having this digital collection in a standard format obviates the need for retaining many different types of equipment to access the material. We no longer have to worry about format changes or deterioration of older films or videotapes. This is one example of how the NALC is using today's technology to ensure our history is available in the years ahead.

Since the last convention, MDA has changed its brand, but our commitment has not changed to help “Deliver the Cure” for MDA. The NALC has been there since 1952 and will be there until the need has disappeared. So as MDA pledges to help MDA families live unlimited, the NALC will be a part of helping families achieve this goal until the cure is found.

As the first national sponsor, the NALC has a long history in working to help find hope and a way for those with MD to stay independent and live unlimited well into adulthood. For the first time ever, MDA has chosen an adult ambassador, Joe Akmakjian, to be the national face and voice of the message. This is an exciting time for MDA and the NALC as more children achieve adulthood due to medical and research developments made possible by letter carrier efforts to raise awareness and funds. The NALC has remained faithful to its commitment to help save and improve the lives of families fighting more than 90 neuromuscular diseases, raising countless millions of dollars, which have, and continue to, advance MDA's mission.

When the winning MDA Honor Roll branches attended an MDA summer camp as acknowledgement of their significant fundraising efforts, I personally attended because I genuinely care about our commitment to MDA and the families they serve. I also want to thank the branches that put forth a tremendous effort to raise funds and awareness as we strive to Deliver the Cure. Although 11 branches are recognized each year, I know there are several NALC locals that make our national effort a success, as the NALC is a Diamond Partner, raising more than \$1 million annually for MDA research and services.

Letter carriers from 270-plus local NALC branches from almost every state have held or participated in activities such as bowlathons, muscle walks, satchel drives, trivia contests and letter-writing campaigns. These and other events make a critical difference for those living with muscle disease. Other NALC groups including state associations, auxiliaries, regions, headquarters and our health plan organize and participate in fundraising events while having fun and building solidarity within the group. My message to you is to get involved or increase your current efforts. Appoint an MDA coordinator if your branch does not have one. Don't be afraid your effort is too small; just get started.

Thanks to you, families served by MDA have a future with hope. So let's keep up the great work and with the help of letter carriers, Deliver the Cure for kids and adults with muscle disease.

NALC branches raised \$1,139,510 in 2015. The state associations, auxiliaries, NALC Headquarters and the Health Benefit Plan raised \$22,611, for a total of \$1,162,121.

MDA activities help branches build camaraderie amongst members, which in turn builds a stronger

union. Our partnership with MDA will bring us closer to our pledge to Deliver the Cure by putting an end to muscular dystrophy, ALS and related life-threatening diseases—all while driving meaningful engagement through our actions with the public that we serve. Let's do what we can to promote strength, independence and life to MDA while showcasing the best of what union members are: trusted and respected public servants.

In 2014 the NALC introduced gold, silver and bronze fundraising levels. The bronze level is achievable by any branch that would put forth any fundraising effort. If you need help to get started, we ask you to contact the NALC at mda@nalc.org. Branch leaders can help the NALC reach our goals. Since the last convention the NALC has a “Deliver the Cure” Facebook page used to highlight recent MDA fundraising efforts, stories about MDA families and also includes items on progress toward a cure, new research and services available through MDA. The NALC has an e-mail address exclusive to MDA related e-mail communication. NALC Headquarters has an improved network of communication with the branches and a system to update records especially when branches contact the NALC at mda@nalc.org. The NALC and MDA continue to have regular communications on progress and fundraising activities. We get updates and have input on new events, which are added to increase participation, awareness and fundraising efforts. The newest is marathons. So tap into an activity that your members can rally around and plan a fundraiser around it.

Gold, silver and bronze fundraising levels were put into place. The following is the breakdown on branches participating in fundraising efforts.

Gold Level is branches that average more than \$25 per member on a per capita basis: 29 branches were at the gold level

Silver Level is branches that average between \$10 and \$25 per member on a per capita basis: 62 branches were at the silver level

Bronze Level is branches that contribute an amount less than \$10 per member on a per capita basis: 179 branches were at the bronze level

We have many goals for the future. Those include:

- Intensify the efforts of branches with current fundraising activities to get more members involved and increase money collected.
- Motivate branches that have had previous fundraising activity and get them back on track to past efforts.
- Invite branches that have not had any MDA fundraising activity in a way that will be successful and fun.
- Increase NALC fundraising efforts by 1 percent over the previous year.
- Have every NALC branch achieve at least the bronze level in fundraising efforts.

RESEARCH DEPARTMENT

The NALC Research Department serves as the source of research and analytical support to NALC's Office of the President, Executive Council and staff of each of the union's major departments. The department is run by Jim Holland, who was hired as the NALC's Research Director in May 2013.

The Research Department analyzes labor market developments, economic changes, and trade and public policy issues that could impact NALC members. The Research Department monitors and analyzes reports and data published by the U.S. Postal Service, the Postal Regulatory Commission, and the U.S. Postal Service Office of Inspector General. Research is also responsible for generating monthly COLA projections, keeping members updated with current pay tables, and maintaining annuity estimate tables. Beyond the walls of the Headquarters building, Research serves as one of the NALC's liaisons in our activities with the AFL-

CIO and its affiliates, and in the broader research and policy world.

Since the 69th Biennial NALC Convention in Philadelphia, the department has worked on a number of different items. Research has: provided financial analysis about the Postal Service for the Office of the President and Executive Council; provided collective bargaining support during labor agreement negotiations; worked with the Government Affairs Department to analyze postal legislation; worked with the Communications Department to analyze Postal Service quarterly and annual results; and worked with the Information Technology department to analyze employment data. Research staff have participated in a number of postal conferences held by Rutgers University's Center for Research in Regulated Industries, and other postal industry conferences. Research has also continued to work with the NALC's outside financial advisors, Lazard, on analysis of various postal reform proposals.

EDUCATION DEPARTMENT

The NALC Education Department continues to provide educational opportunities and training materials for NALC officers, stewards, activists and rank-and-file members. Director of Education Jamie Lumm works closely with national officers and Headquarters staff members to develop training modules on a wide variety of subjects as well as to present educational programs at training events across the country.

NALC LEADERSHIP ACADEMY

Started in 2005, the NALC Leadership Academy continues to reflect the national leadership's belief in the importance of developing and preparing current and future NALC leaders for the challenges of today and for those that are surely ahead. Since our Philadelphia Convention in 2014, the Academy has graduated Classes 18, 19 and 20, bringing the total number of graduates to just under 600. Class 21 began on July 24, 2016, and with it came a new phase in the Academy's history—as the founder and driving force behind the Leadership Academy, retired NALC Executive Vice President Jim Williams, stepped down

from his role as a core instructor. Although he retired from the NALC in 2006, Jim continued to serve as the “headmaster” of the Academy, traveling to D.C. from his home in Washington state at least six times each year not only to teach, but to advise, counsel and mentor the students in each class. While no longer involved in the day-to-day running of the Academy, Williams will continue to advise and mentor the current Academy staff members.

In preparation for Brother William's reduced role, several NALC members with extensive training and leadership experience were selected to step in and fill some of the void that his departure would leave. Over the past two Leadership classes, Regional Administrative Assistants Troy Clark (Region 6) and Lynne Pendleton (Region 9), along with letter carrier and NALC Headquarters staff member Geneva Kubal, have been incorporated into the core teaching staff, joining Director Lumm and NALC Information Center Director Nancy Dysart. Additionally, retired NALC Assistant Secretary-Treasurer Jim Korolowicz, who has been a core Academy instructor from the beginning, will serve as “headmaster” during the transition to the new chapter of the Academy.

Admission to the Academy begins with the completion of a written application form (available on the NALC website or from the national business agent's office) during the application acceptance period, which is announced on the website and in the *NALC Bulletin* and *Postal Record*. Applicants must be endorsed by a union leader who commits to being their mentor throughout the Leadership Academy experience and to providing them with additional learning opportunities. It's an extremely difficult job to select only 30 students for each class from among the hundreds of qualified applicants.

The rivers of our union's talent and dedication continue to run deep as evidenced by the high quality of each new Leadership Academy class. Currently, 20 state presidents, 17 regional administrative assistants, six Headquarters staff members, four regional workers' compensation assistants, two national business agents and one resident national officer are graduates of the Academy. Additionally, Academy graduates have been elected to leadership positions in their local branches, small and large, many becoming full-time union officers. Just as important, hundreds of graduates have gone on to serve the NALC in various other capacities, such as arbitration advocates, Dispute Resolution Team members, Office of Workers' Compensation (OWCP) representatives, shop stewards and route adjustment team members, as well as Food Drive, MDA and community service coordinators—just to name a few.

We are constantly encouraged by the commitment to work hard and to help others that we see in each successive leadership class. If this is any indication of the future leadership of the NALC, and we believe that it is, we have a bright future ahead of us.

BRANCH OFFICER TRAINING

In 2015, we expanded our secretary-treasurer training to four days and added specific workshops for branch presidents and trustees. The Education Department worked with NALC Secretary-Treasurer Nicole Rhine and Assistant Secretary-Treasurer Judy Willoughby to develop this enhanced program. The workshops cover a variety of topics regarding branch administrative duties and responsibilities. Sessions were held in September 2015 in Atlanta and in January 2016 in Las Vegas, with more to come on a regular basis. In addition to those named above, presenters included NALC Information Center Director Nancy Dysart and auditors David Dorsey and Scott Price.

STEP B TRAINING

We continue to work with USPS Headquarters to prepare and conduct joint training for Step B candidates as part of the Dispute Resolution Process. There are currently 58 teams actively employed to cover the 67 USPS districts around the country. This means that providing Dispute Resolution Team

(DRT) replacement and backup training is an ongoing process. Since the Philadelphia convention, week-long Step B training sessions were held at Maryland's Bolger Training Center in October of 2014, in January and October of 2015, and in January and June of 2016. Director Lumm, along with his counterpart from the USPS, head a training team consisting of USPS and NALC Headquarters staff members, area labor representatives and experienced Step B Team members.

Step B candidates receive training on various sections of the NALC-USPS National Agreement, the *Joint Contract Administration Manual (JCAM)* and postal manuals, as well as in contract application, computer research and decision-writing. To become certified as a Step B Team member, a candidate must satisfactorily complete all work assignments, demonstrate proficiency in decision-writing and pass a comprehensive written examination on the contract. We continue to work with Postal Service staff members to improve and update this training.

ARBITRATION ADVOCACY TRAINING

The Education Department worked with NALC Vice President Lew Drass and NALC staff members Greg Dixon, Mark Sims and Shawn Boyd to develop and conduct four six-day training sessions for arbitration advocates. Students learned how to review, research and prepare cases for arbitration hearings, and they presented cases in two separate mock hearings. Retired NALC officers and advocates with extensive experience served as arbitrators for these hearings. These were classes held in early 2015 with more planned for the future.

NATIONAL CONVENTION

At the 2014 National Convention in Philadelphia, we presented a week-long training school for shop stewards that covered grievance-handling from the investigation of an incident through the arbitration of a grievance. Students were able to see how various events that occurred during the processing of the grievance affected the ultimate outcome of the case. At this year's convention in Los Angeles, the Education Department will be working with other NALC staff to present classes on negotiating techniques, NALC history and recruiting branch activists.

POSTAL RECORD

Director Lumm continues to write a monthly article for *The Postal Record* for the department. The focus of these columns is to advise members of the educational opportunities available within the NALC and to discuss methods, tools and techniques that local branch leaders can use to develop and conduct local training to educate and empower their membership. He also writes on items of general interest to letter carriers.

The NALC Communications and Media Relations Department is the hub for the union's official communications efforts, striving to provide a consistent and effective message that resonates with audiences, internal and external. The department has a challenging mission, one that is central to the future of the NALC, the letter carrier craft and the U.S. Postal Service—informing active and retired NALC members alike while also helping to develop and get the union's message out to the public and to the public's political representatives. Increasing the understanding of postal issues in the public and political arenas is crucial to NALC's ability to succeed in everything else it does.

In delivering our message, we have two spheres of activity—internal communication (to NALC members) and external communication (largely through the news media), with a good deal of interaction between the two.

For members, our goals are to inform them about the postal situation, to tell them what's at stake for them and to inspire them to take action, whether through political activity or by helping to spread the message.

The chief forms of communication with members are *The Postal Record*, the NALC's monthly magazine that is sent to our 270,000 members, and the NALC's website, nalc.org. The *NALC Bulletin*, a periodic publication that is posted in branch halls and post offices, also is central to our efforts.

We seek to influence the public primarily by getting out our message to the news media, whether through national, regional or local outlets. That involves responding to requests for comments by reporters working on stories, whose requests range from basic information and telephone interviews with national officers to on-camera interviews with local letter carriers. It also includes getting our message across directly in the news media—by writing commentary pieces and letters to the editor.

INTERNAL COMMUNICATIONS

The Postal Record is, as mentioned, NALC's chief communications vehicle with the membership. It is a unique resource, without peer in the U.S. labor movement in size, scope and quality. The official journal of the NALC, *The Postal Record* is older than the union itself, having been founded in 1887. Its pages focus on the concerns of letter carriers in the workplace, legislative and political spheres and, when relevant, it places this in the context of the broader labor movement. The magazine's emphasis is on straightforward information so members can make their own informed decisions. *The Postal Record* also explains how members can help make the NALC stronger. We provide thorough and up-to-date reports on the letter carrier craft, the Postal Service, congressional action and the many notable efforts of our members to improve the communities in which they work and to serve their customers, including as heroes, through the annual food drive or through the Muscular Dystrophy Association.

In planning magazine articles, the staff works directly with resident national officers and coordinates with other NALC Headquarters departments. Most of the articles are written by Communications Department staffers, but staff members from other departments provide essential material for many items.

The Postal Record has featured a wide range of articles recently, including strong encouragement for members to get involved in the fight to save the Postal Service; continuing updates on legislation and on collective bargaining for a new NALC-USPS national agreement; planning for retirement; navigating the Office of Workers' Compensation; preparations for the biennial convention in Los Angeles; and the complex relationship between USPS, FedEx and UPS.

Meanwhile, because it is not on a set publication schedule, the *NALC Bulletin* provides a timely way to address issues such as legislation, contract negotiations or various union campaigns, as events warrant. Further, the *Bulletin* is available to all postal employees, because it's posted on union bulletin boards in the work areas of post offices as well as in branch halls. Nearly 13,000 copies of the *Bulletin* are mailed to branch officials and shop stewards.

Along with these publications, the department maintains the NALC website, which aims to be attractive, content-rich, focused and up to date. While the website's primary goal is to provide information to members, it also serves as a public relations tool, portraying to a wider audience the value of the universal network and the important contributions letter carriers make to their communities every day. The level of interest is demonstrated by the tens of thousands of visits a month to the NALC's website. Contract-related PDF documents account for the majority of downloads from the website. Its seven main sections—About NALC, News & Research, Government Affairs, Workplace Issues, Union Administration, Community Service and Member Benefits—contain subsections with hundreds of pages of information and thousands of supporting documents, with much of the material in portable document format (PDF).

A sweeping update of the website was revealed shortly after the NALC's 69th Biennial Convention in Philadelphia. This update takes full advantage of the latest web technologies, creating a site that's geared equally for viewing on the desktop and for browsing via smartphone. This was the site's most radical update since 2001.

The Communications staff also works closely with other Headquarters departments to post to the website important information in timely fashion.

The department delivers vital information to members quickly through the e-mail-based NALC e-Activist Network. Members who provide an e-mail address—either by signing up on the NALC's website or on paper—receive updates on postal-related legislation, NALC's political agenda and similar issues. When the time comes to act, the network encourages participants to call their representatives in Congress or other targeted individuals.



COST OF THE POSTAL RECORD

	4/12 to 3/14	4/14 to 3/16
Printing	\$2,317,235	\$2,307,329
Postage	\$1,684,604	\$1,614,222
Total	\$4,001,839	\$3,921,551
Number of issues	24	23

COST OF NALC BULLETIN

	4/12 to 3/14	4/14 to 3/16
Printing	\$142,867	\$151,517
Postage	\$235,000	\$142,500
Total	\$377,867	\$294,017
Number of issues	30	24

The Communications and Media Relations Department provides frequent updates on web-based social media sites, including Facebook (facebook.com/nalc.national), Twitter (@NALC_National) and Instagram (LetterCarriers). The staff employs means such as these to spread NALC's message and to generate enthusiasm among the rank and file for the union's agenda. We also use YouTube (youtube.com/ThePostalRecord) to post NALC-made videos and Flickr (flickr.com/nalc.photographer) to share the hundreds of photos taken at various events throughout the year.

Additionally, the department also provides creative, editorial and publications support for other departments, and prepares materials for national conventions and rap sessions. The expertise and experience gathered in the department gives other NALC Headquarters operations the ability to create professional-quality publications in-house at a substantial savings over contracting with outside vendors, to produce items ranging from greeting cards and invitations to major works such as *Carriers in a Common Cause* and the *Joint Contract Administration Manual (JCAM)*.

For national conventions, the department produces the *Officers' Reports* book, the *Financial Reports* book and the

Pocket Guide, and helps produce specialty items such as CDs and DVDs. It also works with video vendors during the convention to quickly isolate key events for posting to the NALC's website as well as to its YouTube account.

While the convention is in session, the department writes and produces a daily summary, the *Convention Chronicle*, with department staffers monitoring the proceedings, taking notes, writing, taking photographs, editing, doing layout and proofreading from morning well into the evening. The *Chronicle* is produced completely on-site and printed overnight at a union printer for distribution the next morning to the delegates.

Immediately following the convention, the department produces a special convention edition of *The Postal Record* to share convention business with the full membership. Later, the staff assembles the *Convention Proceedings*, a verbatim account mailed to every branch represented at the event.

Department members also participate in the training and development of the union's future leaders at the Leadership Academy, from reviewing students' project reports, to explaining how to create effective branch publications and websites, to leading workshops on developing and communicating a message.

EXTERNAL COMMUNICATIONS

The department's communications efforts include commenting on specific newsworthy issues, while also more broadly explaining the real financial situation at USPS and the economic and social value of the universal service obligation. We also promote the policies that will best enable the Postal Service and letter carriers to continue to provide the world's best delivery service. Much progress has been made in these areas in the past several years, with reporters now routinely including the pre-funding mandate in their news stories and often mentioning the operational profits being realized by USPS.

The department also helps to publicize and generate news coverage for the many important things that letter carriers do beyond their jobs—to serve their customers, their communities and the country as a whole.

Our department's goal: to influence public policy in ways that will ensure a prosperous future for the Postal Service and for letter carriers, one that will allow us to continue to offer all of this country's residential and business customers the world's most affordable delivery service.

To increase public and political understanding of postal issues, members of the Communications and Media Relations Department interact daily with news reporters, editors and producers all over the country. We provide information for journalists working on stories, so NALC's voice—and the facts—will be part of the public discussion. That includes facilitating interviews with NALC officers and members by media

outlets ranging from National Public Radio and MSNBC to local TV and radio stations, and from wire services and *The New York Times* to print media at all levels.

Additionally, our letters to the editor and our op-ed/commentary pieces have been published in major newspapers such as *The Washington Post*, *The Wall Street Journal* and *USA Today*, as well as in dozens of regional newspapers throughout the country and in local dailies or weeklies.

The department regularly converses with journalists—in Washington, DC, and around the country, and occasionally around the globe—to help them better understand postal issues, to explain where the conventional wisdom about USPS falls short, and to show them why postal issues matter to readers, viewers or listeners—and thus are worth taking the time and making the effort to report or comment on. A key element in this effort is to explain that, with the internet now a net positive for USPS as a result of e-commerce and rising package deliveries, postal red ink is not the result of technological progress but rather of public policy (including the pre-funding mandate)—something that readers, listeners and viewers can weigh in on *vis-à-vis* their political representatives.

The Communications and Media Relations Department also helps write speeches for national officers, and we assist rank-and-file members as they deal with the news media. We provide advice for our political and legislative efforts in terms of effective communications strategies and practices. We work on NALC advertising campaigns that spread our message in print or in broadcast media. And we work with our allies, whether individuals or groups, to help them get the message out.

There remains much to do, but these efforts—helped tremendously by the willingness of President Rolando, the members of our Executive Council, our state association presidents, our branch officers and rank-and-file letter carriers to engage with the media and the public—are clearly influencing the national debate. The simplistic and misleading narrative of a Postal Service losing tens of billions of dollars a year because everyone is on the internet, thus putting taxpayers on the hook and requiring sharp cuts in postal services, is increasingly being challenged as more and more reports provide a fuller context.

Journalists who were simply reciting the conventional wisdom about the Postal Service now delve, to varying degrees, beyond the press releases and public statements of the postmaster general and others to get at the actual financial situation. In addition, media reports now regularly include NALC's perspective.

MEET THE DEPARTMENT

The Communications and Media Relations Department staff consists of five individuals:

- Philip Dine, the department's director and the union's media liaison.
- Mike Shea, the NALC's designer and web editor.
- Joe Conway, the internet communications coordinator

and the managing editor of the *NALC Bulletin*.

- Rick Hodges, a writer and editor.
- Jenessa Kildall Wagner, the department's editorial assistant.

These five staff members provide most of the story-idea generation, research, interviewing, writing, editing, copy-editing, photography, design, layout and production for department projects.

As director since 2010, Dine's work encompasses a broad spectrum. He discusses communications and media issues in his Letter from the Editor in *The Postal Record*. Dine also interacts daily (and often nightly) with the news media on issues of importance to letter carriers, the Postal Service and the labor movement. He works with national officers on their media appearances, speeches and congressional testimony while also helping letter carriers around the country write letters or commentary pieces or prepare for interviews.

Shea's duties include coordinating with other Headquarters departments and national officers to produce print materials, most notably *The Postal Record*. Along with assigning story ideas and writing articles, he handles the design, layout and production schedule. Additionally, he led the effort to upgrade the union's website. More recently, he has led an effort to work with an outside vendor to produce an NALC app for smartphones. Shea, who has been with NALC since 2002, serves as the union's chief photographer at most major events.

Conway joined the department in 2005 as assistant editor and writer. Since 2010, he has taken on the day-to-day administration of the union's website at nalc.org and serving as the technical operator of the e-Activist Network. He administers the union's social media presence on Facebook, Twitter and Instagram, including special accounts for the Letter Carriers' Food Drive (Stamp Out Hunger) and for NALC's charitable work with the Muscular Dystrophy Association (Deliver the Cure). Conway continues to write news and feature stories for the magazine and to edit copy, and he writes the union's periodic broadsheet publication, the *NALC Bulletin*. He also serves as a backup photographer.

Writer/Editor Hodges was hired in 2010. An experienced scribe, he has produced a number of well-received news and feature stories for the magazine, including several about contributions of letter carriers at the community and national levels. He also is involved in the editing and layout of *The Postal Record's* large Branch Items section.

Editorial Assistant Kildall Wagner joined the staff in 2007. In addition to such traditional office duties as handling telephone calls and incoming mail, she is responsible for producing many of the "inside" pages of the magazine, including the popular Proud to Serve section; the resident national officers' monthly columns; the State Summaries, Retiree Reports, NALC Auxiliary and Nalcrest Update sections; as well as editing copy and taking on increasingly frequent writing assignments. She also handles some of the day-to-day updates to the union's social media sites.

POSTAL EMPLOYEES' RELIEF FUND

The Postal Employees' Relief Fund (PERF), created by postal unions, management associations and the U.S. Postal Service in 1990, continues to serve the needs of active and retired postal employees who suffer major damage to their homes caused by major natural disasters and fires.

Over the 26 years the PERF has existed, it has provided grants to 3,258 postal employees, providing grants of \$19,494,600 to individuals—including hundreds of letter carriers—who have requested assistance related to losses from earthquakes, hurricanes, tornadoes, flooding, wildfires, home fires and other natural disasters.

The fund receives most of its money from payroll check-off donations through the annual Combined

Federal Campaign (CFC), although some individual and organizational donations also are received. As of April 1, 2014, the fund has a remaining balance of \$2,284,629.06.

The PERF grant structure was modified effective Oct. 29, 2012, after Hurricane Sandy to maintain a stable and sufficient fund balance that is able to help all postal employees well into the future.

Generous contributions from postal employees and others through the CFC have allowed the fund to maintain a stable base of resources. An inspired effort for CFC donations is needed this fall to continue PERF's work. Donations can be made through CFC #10268. Checks can be mailed to: Postal Employees' Relief Fund, P.O. Box 7630, Woodbridge, VA 22195.

Further information is available by calling 202-408-1869.

UNION PRIVILEGE

In 1986, Union Privilege was launched by the AFL CIO as a benefit program for union members and their families. Designed to increase the purchasing power of millions of union workers, the program continues to be administered by the AFL CIO Executive Council, of which I am a member.

Revenue generated from Union Plus programs helps support the priorities of the labor movement and working people, priorities that may not coincide with those of corporate America—notorious for keeping all profits to itself.

After considering the competing offers from other credit cards, many of our members carry the Union Plus credit card.

In 2014, Union Plus awarded \$150,000 in scholarships to 116 students representing 39 unions, including two winners representing the NALC. More than 5,300 applications were received from union members and families in all 50 states. The two NALC winners in 2014 were Caleb Brasher of Ozark, AL, whose father, Larry Brasher, is a member of Dothan, AL Branch 1630 (\$1,000 scholarship) and Melanie Flores of Clovis, CA,

whose father, Benny Flores, is a member of Central California Branch 231 (\$500 scholarship).

In 2015, Union Plus awarded \$150,000 in scholarships to 106 students representing 36 unions, including one winner representing the NALC: Connor Ehnle of Tremont, IL, whose father, Russell Ehnle, is a member of Peoria, IL Branch 31 (\$500 scholarship).

Visit UnionPlus.org/Education for applications and benefit eligibility.

Union Privilege remains committed to improving the quality of life of working families through its products and services. Using the strength of unions and purchasing power of more than 13 million union members, Union Plus can negotiate good programs at competitive prices. Quality programs and services promote better lifestyles for working families, including scholarships, travel discounts, auto insurance, financial services, legal service, everyday savings, hardship assistance and much more. And Union Plus staff members support consumers and advocate union members' rights and the best services with Union Plus program providers.

HONORING LONGTIME MEMBERS

The NALC honors its retirees in a unique way. Our retirees are an integral part of our organization and, as such, retain both their membership and union rights. But more than that, when they have belonged to the NALC for 50 years or more, we honor them with either a gold membership card, a lapel pin or a plaque. The gold cards are presented to our 50-year members (since 1939); the lapel pins are given to our 60-year members (since 1954) and the plaques are awarded on the members' 70th and 75th anniversaries

(since 1974).

Most of our branches make quite an occasion of the actual presentations, and I write a letter to the retiree expressing my personal gratitude for his or her continuing support of the NALC over the years.

The following presentations have been made since the Philadelphia Convention:

75-year plaques:	16
70-year plaques:	69
60-year pins:	748
50-year gold cards:	2,270

DUTY OF FAIR REPRESENTATION CASES

Metroka-Cantelli v. Donahoe, USPS, and Branch 118—This action by a former transitional employee named Bobbie Metroka-Cantelli was filed January 31, 2012 in the U.S. District Court for the Northern District of Ohio. The complaint alleged violations of the FMLA and the National Agreement against USPS and breaches of the duty of fair representation and sex discrimination against Branch 118. Defendants filed motions for summary judgment on February 28, 2013. On November 5, 2013, the court granted summary judgment in favor of the Branch. In September 2015, after a trial, the court entered judgment in favor of USPS and dismissed the case.

Ware v. Donahoe and NALC—This action by a former letter carrier named Marion Ware was filed on April 5, 2013 in the U.S. District Court for the Southern District of Texas. The complaint alleged that USPS acted unlawfully when it fired the plaintiff for excessive absenteeism in 2012, and that NALC and Branch 283 breached their duty of fair representation by allegedly not grieving the removal. On February 9, 2015, the Court granted the defendants' motions for summary judgment.

Palmer v. Bankhead, et.al.—This action by a former transitional employee named Keith Palmer, whose employment was terminated in April 2011, was filed on April 3, 2013 in the U.S. District Court for the Southern District of Indiana. The complaint named numerous individuals as defendants, including the President of Branch 39. On April 4, 2014, the court dismissed the complaint against the Branch President and on December 10, 2014, the court entered final judgment against the plaintiff. Plaintiff filed an untimely appeal to the U.S. Court of Appeals for the Seventh Circuit and on June 22, 2015, the court of appeals dismissed the appeal for lack of jurisdiction.

Jensen v. Donahoe and NALC—This action by a letter carrier named Paul Jensen was filed May 17, 2013 in the U.S. District Court for the Eastern District of Louisiana. The complaint alleged that USPS has failed to comply with arbitration awards concerning plaintiff's entitlement to limited duty, and that NALC breached its duty of fair representation by failing to initiate a lawsuit to enforce the awards. The court granted NALC's summary judgment motion on May 11, 2015. Thereafter, plaintiff agreed to waive appeal in exchange for NALC's agreement not to seek costs.

O'Hara v. Donahoe and Branch 283—This action by a former letter carrier named Marilyn O'Hara was filed September 16, 2013 in the U.S. District Court for the Southern District of Texas. The complaint alleged that USPS unlawfully discriminated against plaintiff on the basis of her

disability by, among other things, terminating her employment in 2012. The complaint also alleged that Branch 283 breached its duty of fair representation by not grieving, among other things, her removal. On January 28, 2014, the Court granted the motions to dismiss filed by Branch 283 and USPS. The Court entered final judgment on April 28, 2014. The plaintiff appealed to the U.S. Court of Appeals for the Fifth Circuit. On December 19, 2014, the court of appeals issued an opinion and entered judgment affirming the dismissal of O'Hara's suit and denying O'Hara's motion for reconsideration.

Saunders v. Rolando—This action by a former letter carrier named Stanley Saunders was filed April 3, 2014 in the U.S. District Court for the District of Columbia. The complaint alleged that Branch 142 (which is not named as a defendant in the case) breached its duty of fair representation by allegedly not properly representing the plaintiff at the arbitration hearing concerning his removal. On August 22, 2014, the court granted President Rolando's motion to dismiss the complaint with prejudice. Plaintiff did not appeal.

Simpson v. Branch 219—This lawsuit was filed by letter carrier Joseph Simpson in Illinois state court in May 2014 alleging that USPS violated the National Agreement by refusing to pay Simpson for missed overtime while he was on an indefinite suspension and that Branch 219 breached its duty of fair representation concerning his request for overtime pay. On July 1, 2014, USPS removed the action to the U.S. District Court for the Northern District of Illinois. After plaintiff failed to take any action (he never served the Branch), the case was dismissed in December 2014 for want of prosecution.

Myles v. Branch 132—This action was filed against Branch 132 by letter carrier Rokisha Myles on March 19, 2014 in the U.S. District Court for the Northern District of Texas. The complaint concerned USPS's alleged failure to provide plaintiff with light duty work. Following the entry of a pre-trial scheduling order, plaintiff advised that she wished to withdraw the case, without prejudice. The court entered an order dismissing the case on April 8, 2015 without prejudice.

Samuel Rivers v. Branch 673—On April 30, 2015, letter carrier Samuel Rivers filed this lawsuit in the U.S. District Court for the District of New Jersey against NALC and various individual defendants. The complaint contained claims of breach of the duty of fair representation and race discrimination. On February 1, 2016 and April 13, 2016, the court granted the defendants' motions to dismiss. Rivers' motion for leave to amend his complaint is pending.

Ayala v. USPS and NALC—This action by a former letter carrier Miledys Ayala was filed June 23, 2015 in the U.S. District Court for the Southern District of New York. The complaint alleges that USPS unlawfully discriminated against plaintiff on

the basis of her national origin and age by, among other things, terminating her employment in 2013. The complaint also alleges that NALC breached its duty of fair representation by, among other things, not grieving her termination. NALC's motion to dismiss, filed March 1, 2016, remains pending.

Powers v. USPS and NALC—This action by a former city carrier assistant named Cynthia Powers was filed September 11, 2015 in the U.S. District Court for the Middle District of Pennsylvania. The complaint alleged that USPS unlawfully terminated plaintiff without just cause in March 2015. The complaint also alleges that NALC breached its duty of fair representation by refusing to file a grievance concerning plaintiff's termination. On February 11, 2016, after USPS filed a motion to dismiss, Powers stipulated to dismissal of the suit.

Montoya v. NALC—This suit was filed on November 18, 2015 in the U.S. District Court for the Western District of Texas by former letter carrier Ramon Montoya against various union defendants, including NALC and President Rolando. Plaintiff claims, among other things, that the defendants failed to enforce the National Agreement on his behalf in connection with his discharge from postal employment.

Shaw v. Brennan, NALC—On February 18, 2016, former letter carrier Phillip Shaw filed this suit against USPS and NALC in the U.S. District Court for the Middle District of Florida. He claims that USPS discriminated against him and that NALC breached its duty to represent him fairly. NALC's motion to dismiss, filed April 5, 2016, remains pending.

Carter v. Brennan, Rolando—On February 5, 2016, former letter carrier La'Trice Carter filed this lawsuit against USPS and NALC in the U.S. District Court for the Southern District of Texas. She claims that USPS discriminated against her and that NALC breached its duty to represent her fairly. NALC's motion to dismiss, filed March 8, 2016, remains pending.

OTHER NALC COURT LITIGATION

Noble v. Sombrotto, et al.—This action was filed in the U.S. District Court for the District of Columbia in February 1994 by letter carrier David Noble against twelve current or retired NALC officers. In September 1995, plaintiff filed an amended complaint adding NALC as a party. The complaint alleged that NALC failed to provide plaintiff with documents he requested and used improper procedures when hearing his internal union charges, and that the individual defendants breached their fiduciary duties under the Labor Management Reporting and Disclosure Act by accepting in-town expenses, convention per diem payments, and FICA reimbursements. In September 2005, after a trial, the court rendered judgment in favor of the defendants. Plaintiff then appealed the

district court's decision to the U. S. Court of Appeals for the D.C. Circuit. In May 2008, the court of appeals affirmed the district court's dismissal of the plaintiff's claims with respect to convention per diem payments and FICA reimbursements. However, the ruling reversed the district court's dismissal of the claims with respect to in-town expenses and the alleged failure to provide plaintiff documents he had requested. The court of appeals remanded the case to the district court for additional findings of fact on the latter issues. Following the remand, the district court granted plaintiff's counsel's motion to be relieved, and he is now proceeding *pro se*. On March 27, 2015, the district court issued a decision dismissing the plaintiff's claim that the former officers had improperly accepted an allowance for in-town expenses. The district court deferred for a later decision a single remaining issue involving Noble's request to review NALC records. Supplemental briefs have been submitted on this issue, and the matter remains pending.

Bruce Norvell v. Office of Personnel Management et al.—This action was filed in federal court in Idaho in September 2014 by a participant in a Blue Cross Blue Shield health plan. He claimed that the Office of Personnel Management violated federal law by approving federal employee health benefit plans that failed to define the terms "inpatient" and "outpatient." In November 2014, the plaintiff amended his complaint to add as defendants several organizations that sponsor federal employee health benefit plans, including NALC. In March 2015, NALC moved to dismiss the claims against it, on the grounds that plaintiff failed to allege that NALC harmed him and failed to show that NALC violated the law. In September 2015, the district court dismissed Norvell's claim against NALC and all the other defendants, on the ground that he lacked standing to bring suit, having failed to show cognizable injury. Norvell appealed. In February 2016, the U.S. Court of Appeals for the Ninth Circuit affirmed the dismissal of the case.

LITIGATION AGAINST NALC HEALTH BENEFIT PLAN

Ciaston v. Melnyk—Edward Ciaston, an enrollee in the HBP, filed a personal injury lawsuit on September 4, 2013 in New Jersey state court claiming damages for injuries he allegedly sustained in a slip-and-fall accident in 2011. The HBP, which had paid plaintiff approximately \$90,000 in benefits related to his injuries, had a claim for reimbursement against any recovery plaintiff might have obtained. On March 3, 2015, the HBP moved to intervene in the lawsuit to protect its right to reimbursement. The matter has now been settled with an agreed-upon recovery to the HBP from the plaintiff's settlement with the defendant.

NATIONAL LABOR RELATIONS BOARD CASES

Branch 455—On August 31, 2012, NLRB Region 25 issued a complaint against Branch 455 alleging that the Branch unlawfully caused USPS to discharge letter carrier Irma Schroeder because of her dissident union activity and gender and race. A hearing was originally scheduled for November 2012, but was adjourned by the Region pending resolution of a related unfair labor practice charge against USPS. In June 2015, the Region advised that it was reopening the case absent a settlement. The Branch rejected the Region's proposed settlement but to date no hearing has been scheduled.

Branch 124, NALC—NLRB Region 15 issued a complaint against Branch 124 and NALC on November 30, 2012 alleging that: (1) Branch 124 unlawfully failed and refused to provide a copy of the National Agreement to letter carrier Deborah Rutherford and (2) Branch 124 and NALC processed a grievance that caused Rutherford's regular assigned route to be declared vacant and that caused her to be classified as an unassigned regular. A trial before an administrative law judge took place in February, 2014, and on October 23, 2014 the judge entered a decision dismissing the claim that the Branch and NALC violated the Act by pursuing the grievance that led to Rutherford's route being declared vacant but sustaining the charge that the Branch violated the Act in failing to provide her with a copy of the National Agreement. NALC filed exceptions to the judge's decision and the NLRB General Counsel filed cross-exceptions. On May 29, 2015, the NLRB issued a decision overruling all exceptions.

Branch 283 and Irving-Davis—On August 29, 2013, Region 16 of the NLRB issued a complaint against Branch 283 based on unfair labor practice charges filed by letter carrier Deidre Irving-Davis. The complaint alleged that the Branch improperly failed to file overtime grievances for her and failed to provide her with requested documents. After a trial, an administrative law judge sustained the claims against the Branch, finding that the Branch breached its duty of fair representation. However, in the compliance stage of the case, the NLRB Region, on April 30, 2015, issued a decision that the Branch did not need to pursue the overtime grievances for Irving-Davis because the grievances would have been meritless. Irving-Davis appealed that decision to the NLRB's Office of General Counsel, which, on June 16, 2016, denied her appeal.

Branch 1512—On March 19, 2014, the NLRB issued a complaint against Branch 1512 on an unfair labor practice charge filed by letter carrier Teresa Thomason. The complaint alleged that the former Branch president unlawfully threatened employees with a failure to represent them because they filed charges with the Board. The Board dismissed

the complaint in June 2014 after the Branch and Thomason reached a settlement.

Branch 1—In July 2014, the NLRB issued a complaint against Branch 1 based on an unfair labor practice charge filed by letter carrier Stephanie Martin. The complaint alleged that the Branch failed to process grievances on her behalf and to provide information she requested. Prior to a hearing, in November 2014, the parties reached a settlement which included a notice posting and a non-admissions clause.

Branch 1456—On October 29, 2014, Region 16 of the NLRB issued a complaint against Branch 1456 on an unfair labor practice charge filed by letter carrier Romeo Flores. The complaint alleged improper conduct by the Branch in connection with a route inspection. A hearing was scheduled for February 9, 2015. Prior to hearing, the parties settled. The settlement included a notice posting and a non-admission clause.

Branch 1037—On January 30th, 2015, Region 16 of the NLRB issued a complaint against Branch 1037 on an unfair labor practice charge filed by letter carrier Robert Allen. The complaint alleged that the Branch refused to process the grievance regarding his termination, and misled him regarding the status of his grievance. The parties settled the case prior to hearing on June 22, 2015. The settlement included a notice posting and a non-admission clause.

USPS and NALC (Cyberbreach case)—On November 11, 2014, NALC filed an unfair labor practice charge against USPS claiming that USPS, on November 7, 2014, acted unlawfully by unilaterally promising to provide employees certain benefits, including a credit monitoring product, in response to a "cyber breach" of USPS's employee personnel files. NALC claimed that USPS had an obligation to bargain regarding any proposed changes to terms of employment made in response to the breach. APWU and the Rural Letter Carriers filed similar charges. On March 31, 2015, the NLRB issued a complaint against USPS based on NALC's charge, claiming that USPS had violated its duty to bargain. The Board issued similar complaints in the cases of the other two unions. On May 21, 2015, the NLRB approved a settlement between USPS and all the unions that required USPS, among other things, to bargain with the unions over the impact and effects of the cyberbreach.

Branch 4779—On October 26, 2015, Region 7 of the NLRB issued a complaint against Branch 4779 on unfair labor practice charges filed by letter carriers Valerie Winiesdorffer and Elizabeth Bossick. The complaint alleged that Branch president Robert Willbanks unlawfully threatened employees in a text message he sent. After a hearing, an administrative law judge, on March 2, 2016, dismissed the complaint. The NLRB's General Counsel filed exceptions, appealing the decision to the NLRB. The appeal is pending.

1. Case No. Q06N-4Q-C 12219976 (Bicycle Helmets)—This was an appeal under Article 19 of the National Agreement initiated by NALC. NALC challenged a management instruction requiring all letter carriers who perform outdoor duties while riding a bicycle or tricycle to wear a prescribed helmet. NALC's position was that the instruction violates Article 14 and is not fair, reasonable or equitable, because in certain cases the helmet does not provide sufficient protection from exposure to the sun, and raises other health and safety issues. A hearing was held and completed before Arbitrator Dennis Nolan on May 7, 2013. The parties postponed the submission of post-hearing briefs pending settlement discussions. This case was resolved on March 16, 2016, by national settlement (M-01872) with an agreement that letter carriers who want to wear a bicycle helmet will be provided one and those that do not want to wear one will not be required to do so unless required by law.

2. Case No. Q10C-4Q-C 12265307 (Minimum Qualification Standards)—This national-level grievance, initiated by APWU, involves a dispute over the excessing of clerk craft employees to other crafts. The issue was whether the Postal Service violated Article 12 of the National Agreement when it excessed employees to other crafts without determining whether the employees are physically capable of performing the new assignment. Hearings took place on Jan. 22 and Feb. 25, 2014, before Arbitrator Stephen Goldberg. NALC intervened in support of the APWU. Arbitrator Goldberg issued his award on June 24, 2014, upholding the unions' position. The award holds that when the Postal Service intends to reassign an excessed employee to a position across craft lines under the provisions of Article 12, it must determine, prior to the actual reassignment, that the employee meets the minimum qualifications for that position, including the physical requirements.

3. Q11N-4Q-14239951 (Annual Leave on Conversion)—This national-level, interpretive dispute, originating in the Portland, OR, post office, involved the right of former city carrier assistants (CCAs) to use annual leave following their conversion to career status. A hearing before Arbitrator Shyam Das took place on Dec. 19, 2014. The arbitrator issued his award on July 2, 2015. The arbitrator denied the grievance, upholding management's position that Section 512.313b.1 of the Employee and Labor Relations Manual required the grievants to complete 90 days continuous employment following their conversion before they could take annual leave.

4. Case No. Q11-N-4Q-C-14032224 (Interpretation of M-39, Section 126.3)—This national-level, interpretive dispute, originating in Tampa, FL, presented the question whether management violated Section 126.3 of the M-39 Handbook by failing to schedule employees in advance to fill "known" vacancies. This case was heard by Arbitrator Nolan on Jan. 29, 2015. The arbitrator issued his award on June 29, 2015, denying the grievance. Arbitrator Nolan concluded that Section 126.3 does not "directly relate" to wages, hours or

working conditions and is, therefore, not incorporated into the National Agreement by Article 19.

5. Case No. Q06N-4Q-C-11111196 (Return to first vacancy after excessing)—This national-level, interpretive dispute, originating in the North Bergen, NJ post office, involved the right of a city letter carrier who has been involuntarily reassigned ("excessed") to a different postal installation to return ("retreat") to the "first vacancy" in his former installation under Article 12, Section 5.C.5.b (6) of the National Agreement. NALC's position was that the Postal Service should have allowed the grievant to retreat to his former installation as an unassigned regular while bidding on existing vacancies was underway, rather than delaying his return until a residual vacancy had been established. A hearing before National Arbitrator Das took place on March 20, 2015. The arbitrator issued his award on Sept. 21, denying the grievance.

6. Case No. Q11N-4Q-C 14289728 (Article 17.2.B)—This national-level, interpretive dispute,

NALC DIRECT ARBITRATION COSTS				
	Two-year period ended 3/31/14	Two-year period ended 3/31/16	Percentage Increase	
Arbitrator's fees	\$2,758,187	\$2,918,132	5.80%	
Cancellation fees	388,189	422,518	8.84%	
Transcripts	—	—	—	
Miscellaneous	—	—	—	
TOTAL	\$3,146,376	\$3,340,650	6.17%	

NALC DISCIPLINE ARBITRATION					
	Sustained	Sustained in part	Denied	Total*	Percent denied
2006	82	63	158	303	52.1
2007	96	73	141	334	42.0
2008	79	63	166	318	52.2
2009	73	72	174	328	53.0
2010	111	83	174	368	52.7
2011	126	86	187	399	53.1
2012	127	96	192	415	46.3
2013	138	52	107	297	36.0
2014	61	39	108	208	51.9
2015	100	48	140	288	48.6
2016	13	15	37	65	57.0

NALC CONTRACT ARBITRATION					
	Sustained	Sustained in part	Denied	Total*	Percent denied
2006	101	37	148	286	51.7
2007	147	18	193	377	51.0
2008	112	33	151	304	49.7
2009	128	30	136	313	43.5
2010	147	22	120	289	58.5
2011	211	35	134	380	64.7
2012	194	55	131	380	34.5
2013	144	56	147	347	42.4
2014	105	36	62	203	30.5
2015	155	41	102	258	39.5
2016	12	15	19	55	35.0

*The total figure includes cases where no decision was issued by the arbitrator—for example, because the cases were settled during or after the hearing.

originating in San Diego, CA, involves the question whether a shop steward is a “union officer” who may be designated to investigate, present and adjust grievances in another station within the same installation under Article 17.2.B of the National Agreement. A first day of hearing before Arbitrator Das took place on April 21, 2015.

7. Q11N-4Q-C-13100328 (Compensation for Lost Annual Leave)—This grievance, originating in the Concord, CA, post office, was referred to the national interpretive step by USPS to resolve the following issue: “Can an arbitrator (or the parties themselves) award a letter carrier annual leave hours or compensation for annual leave hours that exceed the amount of annual leave carry-over allowed (440 hours) as part of a make-whole remedy?” The Postal Service took the position that arbitrators do not have the authority to award annual leave hours/compensation that exceeds the 440 hour carry-over limit as part of a make-whole remedy, regardless of the circumstances. NALC’s position was that an interpretive ruling was inappropriate in this case since there could be (and have been) circumstances that would warrant the awarding of annual leave hours/compensation over the normal 440 carry-over rules provided for in the Employee and Labor Relations Manual. A hearing before Arbitrator Nolan took place on Aug. 11, 2015. The arbitrator issued his award on Feb. 3, 2016. Consistent with NALC’s position, the arbitrator rejected the Postal Service’s request for a global decision on the power of parties to negotiate remedial settlements or on the power of arbitrators to award remedies involving annual leave. The arbitrator

remanded this grievance to the local level for further proceedings.

8. Q06N-4Q-C-11179786 (USERRA Dispute)—This national-level, interpretive dispute, originating in the Phoenix, AZ, post office, involved the intersection of the Uniformed Services Employment and Reemployment Rights Act of 1994 (“USERRA”) and Article 41, Section 1.C.4 of the National Agreement. The interpretive issue was whether the Postal Service violated Article 41 by removing a city letter carrier from his bid assignment and making him an unassigned regular, in order to accommodate a more senior employee returning from military service who exercised his USERRA right to claim the grievant’s route, which had been posted for bid during his absence. NALC’s position was that the Postal Service was obliged to bargain with the local union which had sought an appropriate remedy for the losing employee. A hearing before Arbitrator Nolan took place on Nov. 3, 2015. The arbitrator issued his award on March 17, 2016, denying the grievance.

9. Q06N-4Q-C-12013405 (Video Recording)—This interpretive case was initiated by NALC at the national level. This case arose before the last round of bargaining when management took video recordings of 400 letter carriers while they performed office duties to gather data for the 2011 bargaining session. NALC claims that the Postal Service violated Article 34 of the National Agreement insofar as the purpose of the videos was to support proposals for changing work standards. This case was heard by Arbitrator Nolan on Feb. 4, 2016, and is pending a decision.

THE PRESIDENT OF THE NALC AUXILIARY

This report is hereby submitted to the officers, delegates, friends and all members of the National Association of Letter Carriers and the National Association of Letter Carriers Auxiliary. This is my first term as president, and I am honored to serve you. We are in the middle of a fight for the White House as well as a fight for the United States Postal Service. The USPS is a federal agency that is dependent upon whom we elect. Simply put, our livelihood hangs in the balance each election cycle. So we, as union brothers and sisters, must get out and vote.

Our National Convention theme is “We are family.” We are family, and families have friends. The Auxiliary is adding friends to our title, and we will be known as “Family and Friends of the Letter Carriers.” Our auxiliary is striving to grow, and we need friends in order to grow.

We welcomed two new officers to our board, Cynthia Martinez from Arizona as vice president and Linda Davis from Washington as assistant secretary. George Anna Myers from Missouri as secretary and Pamela Fore from Florida as treasurer remained on the board.

We are all working hard to be the best we can be for you. I publicly thank them for all their hard work and time.

Our assignments to state conventions have been few, but we are here to serve. Many state auxiliaries no longer hold conventions because of not being able to meet a quorum. This is sad, and I encourage state associations to help their auxiliaries assemble enough members so that they can continue to be active at the state level. Pamela Fore attended several meetings in her home state of Florida, Linda Davis attended the convention in her home state of Washington, Cynthia Martinez attended meetings in her home state of Arizona and Colorado, and George Anna Myers attended meetings in her home state of Missouri and Oklahoma. I attended state conventions in Alabama, Louisiana and Washington. I thank all of my officers for taking it upon themselves to make this organization great by attending these meetings.

These first two years as president have been a great learning experience for me, and I am excited about my first convention as your president.

Yours in brotherly and sisterly union activism—
Cythensis Lang

Members can find the presidential rulings in the *Officers' Report Book* distributed at the NALC convention in Los Angeles or on *The Postal Record* section of nalc.org.

LETTER CARRIER PAY SCHEDULE

CITY CARRIER WAGE SCHEDULE: EFFECTIVE FEB. 19, 2016

The following salary and rate schedule is for all NALC-represented employees.

2011-2016 National Agreement

Date	Type of Increase*	Amount
Jan. 2013**	COLA	\$146
July 2013***	COLA	\$541
Nov. 16, 2013	General wage increase	1%
Jan. 2014	COLA	\$0
July 2014	COLA	\$686
Nov. 15, 2014	General wage increase	1.5%
Jan. 2015	COLA	\$0
July 2015	COLA	\$0
Nov. 14, 2015	General wage increase	1%
Jan. 2016	COLA	\$0

* Value of COLAs depends on changes in the level of the Consumer Price Index. While CCAs are not eligible for COLAs, they will receive the general wage increases above, as well as increases of 1%, 1% and 1.5% in November 2013, 2014 and 2015, respectively.

** This COLA, calculated in 2013, was deferred and paid after release of the January 2014 CPI.

*** This COLA, calculated in 2013, was deferred and paid after release of the July 2014 CPI.

Note that the full COLAs will be added to the salaries of all steps in Table 1 and Step O of Table 2, with proportionate application of the COLA to Steps A-N of Table 2.

Table 1: City Carrier Schedule

This schedule applies to all carriers with a career appointment date prior to January 12, 2013

RSC Q (NALC)

Basic Annual Salaries																MOST PREV. STEP
CC Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
1	47,215	51,100	52,608	55,495	55,893	56,293	56,684	57,081	57,480	57,873	58,271	58,667	59,065	59,465	59,859	398
2	49,201	53,333	53,428	56,385	56,814	57,246	57,670	58,096	58,529	58,946	59,378	59,809	60,233	60,670	61,097	432
Part-Time Flexible Employees - Hourly Basic Rates																
1	23.61	25.55	26.30	27.75	27.95	28.15	28.34	28.54	28.74	28.94	29.14	29.33	29.53	29.73	29.93	
2	24.60	26.67	26.71	28.19	28.41	28.62	28.84	29.05	29.26	29.47	29.69	29.90	30.12	30.34	30.55	
Full-Time/Part-Time Regular Employees - Hourly Basic Rates																
1	22.70	24.57	25.29	26.68	26.87	27.06	27.25	27.44	27.63	27.82	28.01	28.21	28.40	28.59	28.78	
2	23.65	25.64	25.69	27.11	27.31	27.52	27.73	27.93	28.14	28.34	28.55	28.75	28.96	29.17	29.37	
Step Increase Waiting Periods (In Weeks)																
Steps (From-To)	A-B	B-C	C-D	D-E	E-F	F-G	G-H	H-I	I-J	J-K	K-L	L-M	M-N	N-O	YRS.	
Grades 1 - 2	96	96	44	44	44	44	44	44	44	34	34	26	26	24	12.4	

Table 2: City Carrier Schedule

This schedule applies to all carriers with a career appointment date on or after January 12, 2013

RSC Q7 (NALC)

Basic Annual Salaries																MOST PREV. STEP
CC Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
1	36,814	38,459	40,106	41,751	43,399	45,043	46,690	48,335	49,983	51,627	53,274	54,920	56,567	58,213	59,859	1,647
2	37,575	39,255	40,936	42,615	44,295	45,974	47,655	49,336	51,017	52,697	54,377	56,055	57,736	59,416	61,097	1,681
Hourly Basic Rates																
1	17.70	18.49	19.28	20.07	20.86	21.66	22.45	23.24	24.03	24.82	25.61	26.40	27.20	27.99	28.78	
2	18.06	18.87	19.68	20.49	21.30	22.10	22.91	23.72	24.53	25.34	26.14	26.95	27.76	28.57	29.37	
Percent Step O																
1	61.50%	64.25%	67.00%	69.75%	72.50%	75.25%	78.00%	80.75%	83.50%	86.25%	89.00%	91.75%	94.50%	97.25%	100.00%	
2	61.50%	64.25%	67.00%	69.75%	72.50%	75.25%	78.00%	80.75%	83.50%	86.25%	89.00%	91.75%	94.50%	97.25%	100.00%	
Step Increase Waiting Periods (In Weeks)																
Steps (From-To)	A-B	B-C	C-D	D-E	E-F	F-G	G-H	H-I	I-J	J-K	K-L	L-M	M-N	N-O	YRS.	
Grades 1 - 2	46	46	46	46	46	46	46	46	46	46	46	46	46	46	12.4	

City Carrier Assistant Schedule

**Hourly Rates
RSC Q4 (NALC)**

CCA Grade	BB	AA
1	16.06	17.40
2	16.39	17.74

CUMULATIVE PAY SINCE POSTAL REORGANIZATION

Old step: New step: Year	A	B	C	1	2	3	4	5	6	7	8	9	10	11	12
1970 (Last year of Post Office Department)				\$7,072	\$7,307	\$7,542	\$7,777	\$8,012	\$8,247	\$8,482	\$8,717	\$8,952	\$9,187	\$9,422	\$9,657
1971 (First NALC-USPS National Agreement)				\$7,322	\$7,557	\$7,792	\$8,027	\$8,262	\$8,497	\$8,732	\$8,967	\$9,202	\$9,437	\$9,672	\$9,907
1972	—	—	—	\$8,072	\$8,307	\$8,542	\$8,777	\$9,012	\$9,247	\$9,482	\$9,717	\$9,952	\$10,187	\$10,422	\$10,657
1973	—	—	—	\$9,188	\$9,423	\$9,658	\$9,893	\$10,128	\$10,363	\$10,598	\$10,833	\$11,068	\$11,303	\$11,538	\$11,773
1974	—	—	—	\$10,129	\$10,364	\$10,599	\$10,834	\$11,069	\$11,304	\$11,539	\$11,774	\$12,009	\$12,244	\$12,479	\$12,714
1975	—	—	—	\$11,298	\$11,533	\$11,768	\$12,003	\$12,238	\$12,473	\$12,708	\$12,943	\$13,178	\$13,413	\$13,648	\$13,883
1976	—	—	—	\$11,902	\$12,137	\$12,372	\$12,607	\$12,842	\$13,077	\$13,312	\$13,547	\$13,782	\$14,017	\$14,252	\$14,487
1977	—	—	—	\$13,313	\$13,548	\$13,783	\$14,018	\$14,253	\$14,488	\$14,723	\$14,958	\$15,193	\$15,428	\$15,663	\$15,898
1978	—	—	—	\$14,416	\$14,651	\$14,886	\$15,121	\$15,356	\$15,591	\$15,826	\$16,061	\$16,296	\$16,531	\$16,766	\$17,001
1979	—	—	—	\$15,577	\$15,819	\$16,061	\$16,303	\$16,545	\$16,787	\$17,029	\$17,271	\$17,513	\$17,755	\$17,997	\$18,239
1980	—	—	—	\$17,658	\$17,900	\$18,142	\$18,384	\$18,626	\$18,868	\$19,110	\$19,352	\$19,594	\$19,836	\$20,078	\$20,320
1981	—	—	—	\$19,268	\$19,510	\$19,752	\$19,994	\$20,236	\$20,478	\$20,720	\$20,962	\$21,204	\$21,446	\$21,688	\$21,930
1982	—	—	—	\$20,130	\$20,372	\$20,614	\$20,856	\$21,098	\$21,340	\$21,582	\$21,824	\$22,066	\$22,308	\$22,550	\$22,792
1983	—	—	—	\$20,991	\$21,233	\$21,475	\$21,717	\$21,959	\$22,201	\$22,443	\$22,685	\$22,927	\$23,169	\$23,411	\$23,653
1984	\$18,532	\$20,518	\$22,092	\$22,092	\$22,340	\$22,589	\$22,837	\$23,086	\$23,334	\$23,583	\$23,832	\$24,080	\$24,329	\$24,577	\$24,826
1985	\$19,032	\$21,021	\$22,021	\$23,068	\$23,322	\$23,578	\$23,832	\$24,088	\$24,342	\$24,598	\$24,854	\$25,108	\$25,364	\$25,618	\$25,874
1986	\$19,927	\$22,021	\$22,021	\$24,045	\$24,305	\$24,568	\$24,828	\$25,091	\$25,351	\$25,614	\$25,877	\$26,137	\$26,400	\$26,660	\$26,923
1987	\$20,814	\$22,950	\$22,950	\$25,013	\$25,279	\$25,547	\$25,812	\$26,080	\$26,346	\$26,614	\$26,882	\$27,147	\$27,416	\$27,681	\$27,949
1988	\$21,480	\$23,616	\$23,616	\$26,679	\$26,945	\$27,213	\$27,478	\$27,746	\$28,012	\$28,280	\$28,548	\$28,813	\$29,079	\$29,347	\$29,615
1989	\$22,903	\$25,039	\$25,039	\$27,102	\$27,368	\$27,636	\$27,901	\$28,169	\$28,435	\$28,703	\$28,971	\$29,236	\$29,505	\$29,770	\$30,038
1990	\$22,381	\$24,517	\$24,517	\$26,580	\$26,846	\$27,114	\$27,379	\$27,647	\$27,913	\$28,181	\$28,449	\$28,714	\$28,983	\$29,248	\$29,516
1991	\$22,420	\$24,927	\$27,088	\$29,176	\$29,445	\$29,716	\$29,985	\$30,256	\$30,525	\$30,796	\$31,067	\$31,336	\$31,608	\$31,876	\$32,147
1992	\$23,026	\$25,775	\$27,968	\$30,087	\$30,359	\$30,635	\$30,907	\$31,183	\$31,455	\$31,727	\$32,006	\$32,279	\$32,555	\$32,827	\$33,102
1993	\$24,028	\$26,809	\$29,036	\$31,184	\$31,461	\$31,740	\$32,017	\$32,296	\$32,573	\$32,852	\$33,131	\$33,408	\$33,688	\$33,964	\$34,243
1994	\$24,907	\$27,723	\$29,994	\$32,165	\$32,447	\$32,730	\$33,011	\$33,294	\$33,576	\$33,859	\$34,142	\$34,423	\$34,708	\$34,988	\$35,271
1995	\$25,240	\$28,056	\$30,317	\$32,498	\$32,780	\$33,063	\$33,344	\$33,627	\$33,909	\$34,192	\$34,475	\$34,756	\$35,041	\$35,321	\$35,604
1996	\$25,647	\$28,497	\$30,758	\$32,992	\$33,277	\$33,564	\$33,848	\$34,135	\$34,420	\$34,706	\$34,993	\$35,277	\$35,565	\$35,849	\$36,135
1997	\$26,375	\$29,225	\$31,513	\$33,720	\$34,005	\$34,292	\$34,578	\$34,863	\$35,148	\$35,434	\$35,721	\$36,005	\$36,293	\$36,577	\$36,863
1998	\$27,011	\$29,895	\$32,210	\$34,443	\$34,731	\$35,022	\$35,309	\$35,600	\$35,888	\$36,177	\$36,468	\$36,755	\$37,046	\$37,334	\$37,623
1999	\$27,219	\$30,103	\$32,418	\$34,651	\$34,939	\$35,230	\$35,517	\$35,808	\$36,096	\$36,385	\$36,676	\$36,963	\$37,254	\$37,542	\$37,831
2000	\$28,893	\$31,875	\$34,269	\$36,578	\$36,876	\$37,177	\$37,473	\$37,774	\$38,072	\$38,371	\$38,672	\$38,968	\$39,270	\$39,568	\$39,867
2001	\$29,267	\$32,249	\$34,643	\$36,952	\$37,250	\$37,551	\$37,847	\$38,148	\$38,446	\$38,745	\$39,046	\$39,342	\$39,644	\$39,942	\$40,241
2002	\$32,735	\$36,013	\$37,285	\$39,721	\$40,056	\$40,393	\$40,724	\$41,060	\$41,395	\$41,726	\$42,063	\$42,397	\$42,732	\$43,069	\$43,402
2003	\$33,446	\$36,773	\$38,063	\$40,535	\$40,875	\$41,217	\$41,553	\$41,894	\$42,234	\$42,570	\$42,912	\$43,251	\$43,591	\$43,933	\$44,271
2004	\$34,331	\$37,697	\$39,002	\$41,502	\$41,846	\$42,192	\$42,532	\$42,877	\$43,221	\$43,561	\$43,907	\$44,250	\$44,594	\$44,940	\$45,282
2005	\$35,602	\$39,010	\$40,331	\$42,862	\$43,211	\$43,561	\$43,905	\$44,254	\$44,603	\$44,947	\$45,297	\$45,644	\$45,993	\$46,343	\$46,689
2006	\$37,205	\$40,655	\$41,992	\$44,554	\$44,908	\$45,262	\$45,610	\$45,963	\$46,317	\$46,665	\$47,019	\$47,370	\$47,724	\$48,078	\$48,428
2007	\$38,527	\$42,025	\$43,381	\$46,979	\$47,338	\$47,697	\$48,050	\$48,408	\$48,766	\$49,119	\$49,478	\$49,834	\$50,193	\$49,552	\$49,907
2008	\$39,669	\$43,229	\$44,609	\$47,253	\$47,619	\$47,984	\$48,343	\$48,708	\$49,072	\$49,431	\$49,797	\$50,159	\$50,524	\$50,890	\$51,251
2009	\$41,888	\$45,513	\$46,919	\$49,612	\$49,984	\$50,356	\$50,722	\$51,093	\$51,464	\$51,830	\$52,202	\$52,571	\$52,943	\$53,315	\$53,683
2010	\$42,610	\$46,300	\$47,732	\$50,474	\$50,852	\$51,231	\$51,604	\$51,981	\$52,359	\$52,732	\$53,110	\$53,486	\$53,865	\$54,243	\$54,618
2011	\$43,313	\$47,067	\$48,523	\$51,313	\$51,697	\$52,083	\$52,462	\$52,846	\$53,230	\$53,610	\$53,994	\$54,377	\$54,763	\$55,147	\$55,529
2012	\$44,292	\$48,046	\$49,502	\$52,292	\$52,676	\$53,062	\$53,441	\$53,825	\$54,209	\$54,589	\$54,973	\$55,356	\$55,742	\$56,126	\$56,508
2013	\$45,502	\$49,502	\$49,502	\$52,992	\$53,062	\$53,133	\$53,204	\$53,275	\$53,346	\$53,417	\$53,488	\$53,559	\$53,630	\$53,701	\$53,772
2014	\$46,772	\$50,620	\$52,113	\$54,972	\$55,366	\$55,762	\$56,150	\$56,543	\$56,938	\$57,327	\$57,721	\$58,113	\$58,508	\$58,904	\$59,294
2015	\$47,215	\$51,100	\$52,608	\$55,495	\$55,893	\$56,293	\$56,684	\$57,081	\$57,480	\$57,873	\$58,271	\$58,667	\$59,065	\$59,465	\$59,859
2016	\$47,215	\$51,100	\$52,608	\$55,495	\$55,893	\$56,293	\$56,684	\$57,081	\$57,480	\$57,873	\$58,271	\$58,667	\$59,065	\$59,465	\$59,859

Notes: All salaries are for July of each year and include cost-of-living adjustments not yet rolled into basic pay. Prior to 1971 it took 21 years for employees to reach top step; between 1971 and 1984 it took 8 years; between 1984 and 1991 it took 10.7 years; it now takes 12.5 years. Under the 2011-2016 National Agreement, the January 2013 COLAs were calculated in 2013 but payment was deferred until 2014.