PRESIDENT
BRIAN L. RENFROE

This report is hereby submitted to the officers and delegates to the 74th Biennial Convention of the National Association of Letter Carriers, AFL-CIO, Los Angeles, CA, Aug. 3-7, 2026, pursuant to Article 9, Section 1(k) of the *Constitution of the National Association of Letter Carriers*.

Detailed information pertaining to many of the National Association of Letter Carriers' most important activities can be found in the following pages and in the reports of my fellow officers. I am grateful for their efforts in fulfilling their responsibilities with diligence and competence. My role has been to coordinate and supervise their activities, set an overall direction for this great union and, in a number of key areas, provide direct, active and assertive leadership in the best interests of the members of the NALC and, where appropriate, the U.S. Postal Service as well.

EXECUTIVE SUMMARY

INTRODUCTION

Welcome, brothers, sisters and siblings, to the 74th Biennial Convention of the National Association of Letter Carriers. We are excited to be back in Los Angeles, for only the third time in NALC's history, to complete the important business of the union, celebrate our fights and chart the course of our futures. Recent years have been difficult for this great city. Major labor strikes, devastating wildfires, and federal immigration raids have bruised the city and its workers. But it's also a city that, like letter carriers, is resilient.

For much of the early 20th century, Los Angeles promoted itself as an anti-union "open shop" stronghold, but workers kept organizing anyway, despite harsh legal and political pressure. Business elites and major newspapers worked aggressively against unions.

Still, labor activism steadily grew. The 1910 bombing of the *Los Angeles Times* building by labor radicals brought national attention to labor conflicts in the city. Throughout the 1930s, workers organized in construction, transportation and manufacturing, benefiting from New Deal legislation that protected collective-bargaining rights. The rise of Hollywood also created new opportunities for organizing, leading to the formation of powerful entertainment unions.

Around World War II, unions expanded their influence when industrial unionism spread through war production, aerospace, rubber, auto and steel plants. By the mid-20th century, union density had risen sharply, giving organized labor a much stronger foothold in the region. That industrial base later weakened as factories closed in the 1970s, but labor did not disappear.

From the 1980s onward, Los Angeles labor has rebuilt around immigrant workers, service-sector jobs, hotels, janitorial work, public-sector workers and teachers. Coalitions between unions and community groups have helped drive major campaigns for decent wages, dignity at work, and workplace rights, making Los Angeles one of the most dynamic labor cities in the country today.

We're gathering in this great city at a pivotal time in our union. While we've celebrated some monumental victories in the last two years, like enactment of the Social Security Fairness Act after a 40-year fight, we've also faced innumerable attacks from multiple directions. The future of our jobs, retirements, and the independent Postal Service were on the line in early 2025 when the administration threatened to privatize the agency. Later that year, our retirement benefits were under siege as Congress worked on its budget reconciliation package, culminating in the enactment of the so-called One Big Beautiful Bill. This all happened during two rounds of collective bargaining, one of which is ongoing, in which we've bargained with the Postal Service in some of the most challenging financial conditions and intense political pressure in our history.

Aside from the threats that came directly at us, we didn't stand on the sidelines as other federal employees and their unions were attacked. Even though they faced impossible challenges, including an executive order that decimated their memberships and collective bargaining rights, we stood up for our fellow federal employees, and helped lead the successful fight against further cuts to their rights and retirement benefits in budget reconciliation.

To put it mildly, the last two years have been unpredictable, unprecedented and tumultuous. That's why in early 2025, we launched our "Fight Like Hell!" campaign, which has guided our union's effort in all the battles we have faced and will continue to guide us as we push for members' best interests every single day.

Through it all, our members haven't wavered. You never hesitated to answer a call to action, organize a rally, or get involved in our bargaining process. These last two years have shown that having the most engaged, activated and committed union membership in the country pays off. It's why we're where we are today—unscathed and stronger than ever.

With 93 percent of letter carriers choosing to be part of NALC, outsiders or those who try to challenge us know we are a united front that can't be divided. Organizing statics like ours are envied and unheard of, and it's not something we take for granted. We use it to our advantage, and it's proven to be our strongest weapon, even in the most difficult times.

One of the last times I was here, NALC was in the fight of our lives, rallying against White House attempts to privatize the Postal Service. Los Angeles Branch 24 and our labor allies showed up that day, crying "Hell no!" That's what this city, and our union, is about: fighting like hell for workers, for communities and for our futures.

NALC has gathered for a convention in Los Angeles only two other times. The first was in 1941, on Labor Day. This was before letter carriers had full collective-bargaining rights, and the big issue before that convention was how to convince Congress to enact "longevity" wage increases—what we call "step" increases today. Another goal was to achieve a legislated rule that required the Post Office to schedule a letter carrier's eight hours within a nine-hour period. At that time, carriers were often forced to work split shifts that kept them on the job for 12 hours or more each day, though not with pay for the full period. The union was also fighting to win the right to appeal employee dismissals at the U.S. Civil Service Commission, an early form of today's Article 16. That we achieved these goals and each of these is something that we should not take for granted today *and* is a reminder that we've had to fight like hell for every contractual provision and workplace protection we have.

After a long gap, we met again here in August 2016. A decade ago, we were celebrating the Postal Service's comeback after the Great Recession, preparing for national political elections hoping to achieve postal reform to return the Postal Service to full financial stability, and discussing the ongoing negotiations for a contract that had expired in May. Little did we know what was to come, standing on the precipice of Trump's first election.

Our union, this city, and our country have been through some turbulent years in the last decade. NALC has negotiated three National Agreements since then, achieving gains in pay, work rules, and significantly improving the city carrier assistant (CCA) position in each round. Letter carriers worked through a global pandemic, providing essential deliveries that kept the country running through multiple lockdowns. And NALC has led the way on legislative solutions to the Postal Service's financial crisis, achieving the repeal of prefunding in 2022 and continues to push for a full slate of commonsense reforms.

Los Angeles saw a massive wave of successful strikes in 2023. Members of

SEIU Local 99 and the United Teachers Los Angeles joined forces for a three-day walkout that shuttered schools and negotiated significant wage increases and improved conditions for both the workers and students. The Writers Guild of America struck for 148 days from May to September, completely halting TV and film production. The union secured historic protections against AI usage, a new residual structure in response to the dominance of streaming services, and minimum staffing requirements. Shortly after that, SAG-AFTRA struck for 118 days, the longest in the union's history, and won increased base pay, streaming bonuses and AI protections for actors. And, UNITE HERE Local 11 hotel and hospitality workers undertook historic rolling strikes during the peak summer travel periods to protest the rising cost of living in L.A. The union successfully forced major hotels to establish a hospitability workforce housing fund and secured higher wages and better workloads.

However, there has been monumental loss, too. Devastating wildfires razed large communities and forced many others to evacuate in early 2025, killing an estimated 31 people. Over 16,000 homes and businesses were destroyed, and many more damaged. At least 11 NALC members lost their homes and possessions in the fires. And many carriers delivered on streets where the fires raged. I am proud of how NALC's Disaster Relief Foundation immediately stepped in to provide our members with critical support during such a terrifying time. The road ahead to rebuild after such loss is steep, but Angelinos have used their collective power before, and I have no doubt will rise to the challenge.

We return to Los Angeles ready to embody this spirit and fight for our futures. Over the next week we will discuss the battles we've fought and won, like preventing nearly all of the threats that have come our way, and the many battles we still have ahead, including negotiating a new *National Agreement* and working to achieve the necessary reforms to stabilize the future of the Postal Service and the fate of our very jobs.

No fight is easy. The last two years have proven that fighting together and staying united not only pays off, but it's the only path to success.

'FIGHT LIKE HELL!'

We left the last convention having just endorsed Kamala Harris, hoping to follow President Biden's pro-labor presidency with another labor ally, and the country's first female president, in the White House. And we remained optimistic about the future of the Postal Service as the agency sought to modernize its infrastructure to capture more parcel volume, which had remained high after the COVID-19 pandemic. NALC leadership returned to Washington, DC, as determined as ever to continue negotiations on a *National Agreement* that properly rewarded city letter carriers for what we do day in and day out in service of America's public.

Yet, as we all know, Donald Trump won the presidency, bringing countless attacks on the labor movement, working people, and the Postal Service almost immediately.

Less than a month after President Trump took office, we launched NALC's "Fight Like Hell!" campaign knowing that there would be many fights ahead. At the kickoff event on Feb. 13, 2025, I outlined the ongoing major battles NALC was fighting:

- Our fight for a fair contract that rewards letter carriers for our essential work;
- Our fight against any efforts to privatize or weaken the Postal Service;
- Our fight against proposed changes to the healthcare and retirement benefits letter carriers have earned;
- Our fight for safety and protection on the job, including an end to the assaults and robberies targeting letter carriers on their routes and national standards related to extreme weather;
- And our fight for fair retirement for all letter carriers, including those who spent time in a non-career position, by passing the Federal Retirement Fairness Act.

As I said at the time, our union has a 135-year history of fighting for our members. We know how to fight, and we know how to do it well. Our bipartisan legislative and political strategy, unique among labor unions, has won us many victories. In 2022, we led the way to the bipartisan passage of the landmark Postal Service Reform Act, which was the first step in stabilizing USPS finances with the repeal of the retiree health benefit pre-funding mandate. And just one month before the kickoff of this campaign, we celebrated bipartisan passage of the Social Security Fairness Act, which ensured that Civil Service Retirement System (CSRS) retirees receive the full Social Security benefits they've earned and deserve. This was a monumental win for retired letter carriers after a 40-year fight. In the months leading up to final passage, letter carrier advocates were there every step of the way, contacting their lawmakers, answering our calls to action, and fighting for what was fair. As one of the last pieces of legislation that President Biden signed into law, it was a stark contrast to what would soon come. But, as letter carriers always have, NALC stood firm through the chaos. While we made it our official rallying cry, fighting like hell for our members was nothing new—and we were prepared to live out the message.

Just one week after kicking off our campaign in 2025, *The Washington Post* reported on Feb. 21 that President Trump imminently planned to issue an executive order to privatize the Postal Service and restructure it by firing the members of the USPS Board of Governors and placing the agency under the control of the Commerce Department. This reported executive order would have dismantled the Postal Service, jeopardized the jobs of 640,000 postal employees, and threatened the Post Office's greatest asset to the American people: universal service.

NALC immediately activated. Within hours, our members answered one of our first of many calls to action and called House Speaker Johnson (R-LA) with one message for the White House: Hands off the Postal Service. These calls, which eventually shut down Speaker Johnson's phone line due to call volume, were successful and put off an executive order that the day before was imminent. While our members never let up and continued to contact their lawmakers, simultaneously, NALC released targeted digital ads and leaned on our long-formed strong bipartisan relationships to prevent this action.

But we knew there could be more coming, so we got loud.

Less than 72 hours later, we organized a rally on Capitol grounds to send a clear message to the White House: Hell no to dismantling the Postal Service! On Feb. 24, hundreds of NALC members from across the country, labor leaders, union member allies and members of Congress attended. I will never forget the energy of this rally. Each time the crowd cried "Hell no!" it demonstrated the force of letter carriers and the power of the labor movement.

We then organized another digital day of action, encouraging every letter carrier to contact the White House directly on Feb. 26. Once again, letter carriers answered the call to action and delivered.

Next, we took our fight nationwide. On March 23, after lots of organizing, letter carriers and our allies rallied across the country to fight like hell to preserve the future of the Postal Service as a self-sufficient public agency. More than 250 NALC branches and state associations held rallies in nearly every state, amplifying the message that Americans do not want to see USPS dismantled.

At the rally in L.A. I outlined all that was at stake. "Make no mistake, this is an attack on us," I explained, "But the potential ramifications extend well beyond postal employees." This was also an attack on the public, particularly rural Americans, who rely on the affordable universal service that the Postal Service provides. And, with nearly 8 million jobs in the country tied to the Postal Service, which is at the center of a $1.9 trillion mailing industry, this was an attack on our economy.

We also took the fight to other fronts. Two days after our nationwide day of action, I joined the presidents of the American Postal Workers Union (APWU) and the National Rural Letter Carriers' Association (NRLCA) at a National Press Club Headliners event in Washington, DC, to discuss the threats facing USPS and the future of the agency and educate journalists about all that was at stake. This was all part of the effort to continue to get the message out that Americans care about and rely on our service. NALC also stood ready to fight any executive orders in court. While the potential consequences of Trump's reported proposals were deeply alarming, his threats were also unconstitutional and illegal. The Constitution, carefully crafted by our nation's founders, gave Congress, not the president, a key role in setting postal policy. In fact, the Postal Reorganization Act of 1970 removed the Post Office Department from the president's Cabinet and created USPS as the independent agency that exists today.

All the while, our members continued to ask their lawmakers to support the House anti-privatization resolution (H.Res. 70), which reached a bipartisan majority of co-sponsors in July 2025. This was another clear message to the administration that there was no appetite anywhere, especially in Congress, to privatize the public, independently funded Postal Service.

We have so much to be proud of in this fight: We came together and strategically used our voices where it mattered most, we educated the public about what was at stake and, most importantly, we were successful. President Trump has not issued an executive order dismantling the Postal Service. Many other unions cannot say the same. Our bipartisan strategy has protected us against many of the other attacks that have come labor's way in the last two years. This is a huge victory that was solely possible through our activated membership that's always ready to step up and fight for our future.

COLLECTIVE BARGAINING

Since our last convention, our great union not only fought for the future of our jobs, retirements and the entire Postal Service, but we have also fought like hell for a fair contract in two rounds of collective bargaining. We have faced some of the most difficult bargaining circumstances in our union's history, with parcel volume down, the economy in flux, and continued deterioration of the Postal Service's finances. Despite these challenges, that hasn't changed our goals, what we fight for, and what our members want and deserve.

2023-2026 AGREEMENT

At the 2024 convention, much time was spent discussing the status of negotiations with the Postal Service. Though the *National Agreement* expired in May 2023, NALC agreed to remain at the table with postal management as long as the prospects remained for reaching a tentative agreement that would meet our goals, as we have in recent rounds of collective bargaining. Because talks continued to be productive, we determined this to be the best and least risky way to proceed.

At the rap session the previous November, I shared that while we had made progress, even reaching tentative agreement on several key issues related to work rules, a gap remained between what the Postal Service was willing to pay and what we believed would constitute a fair agreement that rewarded NALC members for their value and contributions to the Postal Service's success. However, as we always do, we continued to prepare for possible interest arbitration, and in March 2024 we named a neutral chair who would be available later in the year as a way of creating some deadline pressure to get a negotiated agreement. By the convention in August, that gap had narrowed considerably.

On Oct. 18, 2024, after almost 20 months of tireless negotiations, NALC and the Postal Service reached a tentative agreement. The NALC Executive Council met on Oct. 19 to discuss the tentative agreement and, in accordance with Article 16 of the *NALC Constitution*, announced the agreement was to be sent out for a ratification vote via a mail ballot among eligible NALC members.

While the ballots were being prepared for mailing, NALC held four informational rap sessions the week of Oct. 27 for branch leaders to learn about the tentative agreement. NALC officers, the Executive Council and staff traveled to Houston, TX; San Francisco, CA; Minneapolis, MN; and Washington, DC, to present the provisions of the tentative agreement and answer branch leaders' questions. NALC also made a comprehensive summary of the proposed changes, published projected pay charts and created an online wage calculator available to all members, which could be used to estimate future earnings under the terms of the proposed tentative agreement.

On Dec. 9, ballots began being mailed to all NALC members who were eligible to vote in the contract ratification election. Included in the mailing was a booklet containing all the contractual language changes in the tentative *National Agreement* and a summary of the tentative *National Agreement* provisions.

On Jan. 31, 2025, NALC announced that the active membership had voted to reject the ratification of the tentative agreement. The vote to ratify was 63,680 to reject the agreement versus 26,304 to accept it, as reported by NALC's Ballot Committee chairman, Paul Roznowski of Royal Oak, MI Branch 3126.

That same day, pursuant to Article 16 of the *NALC Constitution*, NALC notified the Postal Service of the result of the ratification vote and our intent to reopen negotiations within five days, for a period not to exceed 15 calendar days, and I issued the following statement:

In a democratic vote, the will of NALC's membership has been made clear—the tentative agreement that represented the best offer the Postal Service put on the table is not good enough for America's city letter carriers. We have earned more and we deserve more.

Negotiations reopened on Feb. 3. During the 15-day period, we polled the membership to gain an objective understanding of what letter carriers would deem fair. While there was some movement on those issues, the Postal Service was not willing to move enough to produce a contract that letter carriers deserved.

On Feb. 19, the Executive Council voted unanimously to not send out these terms for a second ratification vote. NALC notified USPS officials that the parties were now at impasse. We immediately began to work with the Postal Service to determine dates for interest arbitration.

However, as I discussed above, on Feb. 20 and 21 national media outlets began reporting that the White House was planning to issue an executive order that would restructure the Postal Service and place it under the control of the Commerce Department,jeopardizing its future as a self-sufficient public agency and potentially putting our collective-bargaining rights at risk. Knowing what the Trump administration had managed to do to other federal workers and their unions after only one month in office, our lack of a collective-bargaining agreement immediately presented a massive legal vulnerability. Our attorneys at Cohen, Weiss & Simon, the nation's premier labor law firm, advised NALC that our standing to sue in federal court to challenge the executive order would be strengthened by having a labor contract in place.

Our priorities suddenly became twofold: earn the best possible contract for our members in impasse proceedings and protect our members by having a collective-bargaining agreement in force as soon as practicable. Thanks to the preparations we begin well before any round of collective bargaining, we had already built a strong interest arbitration case and were ready to use it to fight like hell to achieve the best possible collective-bargaining agreement immediately.

Pursuant to an agreement reached with the Postal Service on Feb. 26, we agreed to employ a mediation-arbitration process modeled on the Healy interest arbitration proceeding used by the Postal Service and the postal unions in 1989. We also agreed to retain Arbitrator Dennis R. Nolan to serve as both mediator and the sole neutral arbitrator. The process was conducted during the week of March 17, 2025, at USPS Headquarters in Washington, DC—and down the hall from Department of Government Efficiency (DOGE) employees who were investigating the Postal Service's operations, underscoring the need for such a proceeding.

On March 21, Arbitrator Nolan issued a final and binding award that set the terms of the new collective-bargaining agreement between NALC and USPS. The award, which covered the period from May 21, 2023, to May 22, 2026, included the largest annual general wage increases since the *2006 National Agreement*, six cost-of-living adjustments (COLAs), and full back pay for all hours worked. The terms awarded also addressed several of NALC's objectives, such as increasing starting pay, reducing the time to reach top step and further increasing top-step pay, where letter carriers spend most of their careers and is the salary on which retirement calculations are based.

The award maintained important provisions of the tentative agreement, like reducing the time to reach top step and increasing top-step pay and made several modifications. While the tentative agreement had provided for three annual general wage increases of 1.3 percent in November 2023, 2024 and 2025, and eliminating Steps AA, A and B, Arbitrator Nolan decided to implement higher annual increases in the second and third years (1.4 percent in November 2024 and 1.5 percent in November 2025) and eliminate only two steps at the beginning of the pay scale. These general wage increases exceeded the general wage increase pattern established in collective-bargaining agreements between the Postal Service and the other postal unions in the previous round of collective bargaining and validate that our arguments that letter carriers deserve more were heard in mediation.

The continuation of our long-standing COLA formula and the award of back pay were also major wins, particularly given the state of the Postal Service's finances in 2025. Over the years, NALC has fought like hell to protect our COLA clause in collective bargaining. We have rejected USPS proposals to eliminate our COLA clause and opposed proposals for a COLA "trigger"—applying the COLA clause only if inflation exceeded a certain level. Similarly, NALC had to fight to get full back pay in the Nolan Award.

The Postal Service has typically asked arbitrators to reject back pay and has at times convinced arbitrators to defer COLAs, provide only estimated COLAs or "cash out" COLAS (paying a COLA as a lump-sum payment that does not permanently raise wages). Like every provision and article in the *National Agreement*, the COLA clause and back pay must be fought for and won.

The agreement also contained several initiatives and work rule changes that have improved significant issues related to staffing, mandatory overtime and non-career turnover.

Collective bargaining never truly stops. The truth is that NALC is in a constant state of bargaining with the Postal Service, whether an agreement has just been settled or a contract is on its final days. We perpetually exchange ideas, regardless of where we are in the contract or negotiation cycle. Collective bargaining is no longer an old-school, stuffy process. It isn't a series of pre-scheduled meetings that finalize everything. It's constant conversations with our counterparts at the Postal Service. Whether these happen in person, by phone, video call, email, or even text message, these conversations are continuous. Even if it's not visible or made public, it's always ongoing.

2026 NEGOTIATIONS

The 2023 round of collective bargaining made clear that our members were engaged with the process and craving information. Heading into our 2026 round of negotiations, this was top of mind for the entire Executive Council. As always, we did everything possible to meet our members' needs and committed to increased transparency in the process.

After returning from Boston, NALC officers and staff developed a thoughtful and robust plan, including the creation of Rank-and-File Bargaining Committees, opening a collective-bargaining survey to all active members of the union, membership polls, holding a day of action in conjunction with the opening of negotiations, biweekly members-only updates during the bargaining period, members-only video livestreams, a national collective-bargaining conference for branch and state leaders, podcast episodes, and more. These initiatives took place alongside normal preparations, including regular meetings of subcommittees made up of members of the Executive Council and NALC staff to develop bargaining proposals, a national rap session, and the extensive preparations for making our case in possible interest arbitration.

As with every round of bargaining, our preparations began well ahead of the start of the bargaining period. In early September 2025, the Executive Council met at NALC Headquarters to create internal bargaining subcommittees, composed of Executive Council members and Headquarters staff. These subcommittees began to review information like official bargaining positions adopted by NALC conventions via resolutions and the other postal unions *National Agreements* in order to develop proposals for submission in the bargaining process. The subcommittees met about weekly throughout the preparatory period.

In late September, the first Rank-and-File Bargaining Committee met in person at the Maritime Institute training facility near Washington, DC. This group of 30 letter carriers from across the country was divided into three groups, Branch Leaders, Contract Enforcers and Newer Members, and were asked to provide input on potential proposals from their various perspectives. Using similar methodology as the Headquarters subcommittees, the Rank-and-File Committee also developed ideas of its own. The committee offered a variety of concepts for achieving our economic goals and many proposed work rule changes.

A second Rank-and-File Bargaining Committee with 30 more members met in January 2026 and followed the same procedure.

The feedback from these committees was invaluable and provided the bargaining subcommittees with comprehensive feedback and suggestions from letter carriers on the workroom floor. The bargaining subcommittee incorporated these ideas to form many of the proposals that were passed to the Postal Service during negotiations.

In November 2025, more than a thousand NALC branch and state leaders representing letter carriers from across the country gathered in Cleveland, OH, for NALC's 2025 National Conference to discuss collective-bargaining preparations and goals.

The first day was devoted to workshops presented by the six bargaining subcommittees. Throughout the day, attendees heard from each group and learned about the articles of the *National Agreement* they were working on, as well as the ideas and proposals the subcommittees have discussed so far. Committees explained how they consider proposals from all angles to assess how each idea could positively or negatively affect members in different areas of the country, in different sized offices, and at all steps of the pay scale. A significant portion of each presentation was also devoted to attendee questions and feedback. Any attendee could ask the subcommittee questions, and most importantly, offer suggestions for the subcommittee to consider. Subcommittee members heard the feedback, took notes, and will take these suggestions back as they continue working on their bargaining proposals.

The next day I held a rap session and devoted a significant portion of the day to discussing collective bargaining. I spoke at length about the economic side of bargaining, explaining that all members of the Executive Council shared the same economic goals, including higher pay across the entire pay scale, higher general wage increases, equal cost-of-living increases for every step, a shorter time to reach top step, and an all-career workforce. I also explained that the council must consider *how* to achieve these goals and shared that I had led the council through different possible scenarios to illustrate how we must strategically prioritize goals in a way that best benefits our members.

Crucial to the economic preparation is information about which goals members would like the Executive Council to prioritize. To that end, we solicited several polls of members throughout the preparation and bargaining process to understand members' economic priorities this round. We also, for the first time, made a collective-bargaining survey available to all active members in February 2026, through which any active member could provide feedback on bargaining priorities and share any suggestions they had.

On Feb. 22, three days before the opening of negotiations, NALC held fair contract rallies around the country. More than 100 branches from coast to coast held local "Fight Like Hell!" rallies calling for a fair contract. In sun, snow and rain, letter carriers and supporters across the country showed up to fight for what we deserve. The rallies focused on making our demands known and reminding the public that a strong, well-compensated, well-respected workforce is key to the Postal Service's success and the essential service that letter carriers provide. As always, letter carriers successfully delivered the message, and rallies were covered in nearly 50 local media markets.

Negotiations with the Postal Service officially opened on Feb. 25. In my opening statement I emphatically said, "We come here this morning with a singular goal, and that is to reach a contract that fairly compensates, recognizes, and values America's 200,000 active city letter carriers." I then outlined the major pieces of what a fair contract should contain: an all-career workforce, higher wages at all steps of the pay scale, a reduction in the time to reach top step, and an end to the rampant noncompliance that plagues local post offices. I spoke about our hope of achieving a fair contract by agreement, but I emphasized our readiness to fight like hell in interest arbitration should it become necessary.

Throughout the 90-day bargaining period, bargaining subcommittee members met weekly with the Postal Service to discuss work rule proposals and I met frequently with my counterpart at the Postal Service to discuss economic provisions. The Executive Council continued to meet frequently to share updates and discuss the status of negotiations. We posted online bargaining updates biweekly to the Members Only portal throughout the bargaining period, noting that progress was being made on work rule proposals.

Beginning May 17, the entire NALC Executive Council, along with Headquarters letter carrier staff, legal counsel and professional staff, came together with the Postal Service's bargaining team at a Washington, DC, hotel for the entire final week of the contract in an attempt to reach a deal. However, as the contract expired on May 22 and after three months of intense negotiations, we had not reached a tentative agreement, though the expired agreement would remain in full force and effect until a new negotiated or arbitrated agreement takes effect.

I held a members-only collective-bargaining livestream the evenings of May 22 and May 31 and shared an in-depth update on the status of negotiations, including where we stood on the economic package. I also discussed a variety work rule proposals submitted by both sides and shared that, as in previous rounds of negotiations, we intended to continue bargaining through the mandatory 60-day mediation period to try to reach an agreement.

One week after the expiration of the 2023-2026 *National Agreement*, NALC held its first ever two-day Collective-Bargaining Conference in Washington, DC, to give branch and state association presidents an unprecedented insider's view on the state of negotiations as the process moved through to mediation. More than 250 branch and state association presidents or their designees attended and had the opportunity to freely ask questions, share feedback, and gather information to bring back to their members.

Over the two days, we dove deep into the process and into specific economic and work rule provisions on the table. On the first day, I spent several hours discussing the economic portion of negotiations. On the second day, I shared specifics about our potential case in interest arbitration and proposed work rule changes, specifically related to Articles 8 and 15. Members provided thoughtful, productive feedback that would help the Executive Council understand how best to move forward.

As this report was going to print, negotiations continued in earnest during the mediation period, while Headquarters staff and NALC attorneys also began to make final preparations for possible interest arbitration proceedings.

LEGISLATIVE WINS AND BATTLES

SOCIAL SECURITY FAIRNESS ACT

While much of our efforts in the legislative and political arena have been defensive, at the beginning of 2025 we celebrated a major legislative victory when the Social Security Fairness Act was finally signed into law.

The bill repealed the Windfall Elimination Provision (WEP) and the Government Pension Offset (GPO), parts of Social Security law that unfairly reduced or eliminated Social Security benefits for certain Civil Service Retirement System (CSRS) retirees, including letter carriers. For more than 40 years, these provisions had harmed letter carriers and other public servants. For decades, NALC led the fight to repeal them.

Despite a majority of bipartisan support in many Congresses, the bill could never make it through, but that all changed at the end of 2024.

Together, the House bill's co-leads decided to file a discharge petition. This is a procedural measure that, if adopted, allows the bill to bypass the committee of jurisdiction and go straight to the floor for a vote. This complicated and usually unsuccessful maneuver was met with great support. The petition needed a majority (218) of House members' signatures for the bill to go to the House floor. A little more than a week after the petition was filed, 218 members signed on. The threshold meeting signature came on the same day I spoke at a rally on Capitol Hill calling on all House members to sign the petition and support the bill's passage.

A few weeks later, the bill made history, passing in the House with a 327-75 vote. With the House victory in the rearview mirror, all eyes were on the Senate, where the companion bill had 62 co-sponsors, which indicated enough support for passage.

In the middle of a lame-duck session where government funding, among other priorities, needed to be considered, it was unclear if the Senate would make time to consider the bill.

Once again, NALC stood up and made our voice heard by participating in a labor-led event on Capitol grounds to call on the Senate to act. Before I spoke to the crowd of labor allies, Leader Chuck Schumer (D-NY) took the stage and committed, to loud applause, to bring the bill to the floor. One week later, the Senate passed the bill, sending it to President Biden to sign into law.

All this work, coupled with NALC members' years of activism calling, writing and meeting with their members of Congress to educate them on this issue, was the reason this bill became law.

BUDGET RECONCILIATION

While we started 2025 off with a major legislative victory, only a few months later we faced one of our most consequential legislative battles in our union's history.

Last spring, under a new trifecta (single-party control of the White House, House and Senate), lawmakers began working on a process called budget reconciliation. This process allowed Republican lawmakers to bypass Democratic opposition to advance the president's comprehensive tax, immigration, energy and healthcare agenda, culminating in the enactment of the so-called One Big Beautiful Bill. In the process, as proposals took on numerous iterations, NALC uncovered massive threats to letter carriers.

The fight began in April 2025, when the Republican-supported House budget resolution, which had passed earlier that year, tasked the House Committee on Oversight and Government Reform with cutting $50 billion in spending. As anticipated, the committee immediately focused on federal employees' retirement benefits to identify potential savings.

While not all were formally mentioned in committee business, numerous ideas that would have harmed federal employees were thrown around in the weeks leading up to the committee's markup. These included requiring the Office of Personnel Management (OPM) to conduct a comprehensive audit of employee family members currently enrolled in the Federal Employees Health Benefits (FEHB) program and disenroll any ineligible individual, convert new federal workers to at-will employment unless they accept a higher Federal Employees Retirement System (FERES) contribution, eliminate official time unless unions compensate the federal government, charge a fee for federal employees' Merit Systems Protection Board (MSBP) appeals, adjustments to limit federal employee buyouts, and move FEHB from a premium-share model to a voucher model.

On April 30, 2025, our fight came into full focus when the committee advanced a package that included three attacks that would have significantly reduced letter carriers' retirement benefits and pay. The committee called for:

- Increasing the Federal Employees Retirement System (FERS) contribution rate for existing employees.
- Eliminating the FERS Special Annuity Supplement.
- Calculating annuities based on a high-5 average salary instead of a high-3.

Combined, these provisions would have had devastating effects on letter carrier retirement benefits and take-home pay. NALC members quickly answered the call to action, and thousands of letter carriers contacted their representatives, telling them to remove these provisions. At the same time, I worked to get our message out on Capitol Hill and participated in a roundtable with other labor leaders and members of Congress to emphasize the severity of these attacks.

"Our members go into public service because it's a good, stable job with reliable benefits. Cutting retirement benefits and increasing what we have to pay for is unconscionable, and let's call it what it is—a pay cut," I told the panel at the time.

Our members' activism, coupled with our union's efforts in Washington, DC, resulted in the removal of two of these provisions from the first House-passed package. While the blanket FERS contribution increase and the high-5 annuity calculation were removed, elimination of the FERS Special Annuity Supplement, a crucial benefit for FERS-covered employees who retire before becoming Social Security eligible at age 62, was included in a sweeping package that passed the House by one vote. Other anti-labor provisions, which would not have directly affected letter carriers but set a dangerous precedent, also passed in the House. These included forcing new federal hires to choose between at-will employment or an increased FERS contribution and imposing a fee for Merit Systems Protection Board claims and appeals.

Immediately after House passage on May 22, 2025, all eyes turned to the Senate. NALC utilized every possible resource to ensure that the Senate would not eliminate the FERS Special Annuity Supplement. In this process, Republicans were the only lawmakers with any say or control, so NALC's strong bipartisan relationships became as important as ever.

First, we worked with Rep. Brian Fitzpatrick (R-PA), a longtime friend of letter carriers. Rep. Fitzpatrick helped produce a letter to Majority Leader John Thune (R-SD) and Senate Committee on Finance Chairman Mike Crapo (R-ID) urging the Senate not to decrease postal employee retirement benefits. Sixteen other

House Republicans signed the letter and stood with letter carriers.

At the same time, I steadily met with House and Senate Republican leaders to make it clear that we opposed this provision and cautioned that any package that harmed letter carriers in any way would not be tolerated.

These tactics, along with NALC members continuing to contact their senators, were successful. The Senate never included in any proposal the elimination of the FERS Special Annuity Supplement. However, new attacks were on the horizon.

As Senate committees began the same process undergone in the House and sought their own spending cuts, Senate Homeland Security and Governmental Affairs Committee Chairman Rand Paul (R-KY) decided to target electric postal vehicles. He proposed rescinding any unspent funds designated for USPS electric vehicles (EVs) and requiring the agency to sell all its EVs and associated infrastructure. This ridiculous idea was dead on arrival. NALC immediately shut it down, and it was quickly removed.

With this victory behind us, the fight was still far from over. Next, Chairman Paul called for increasing the FERS contribution rate to a staggering 15.6 percent for all postal employees hired after Jan. 1, 2026. This percentage contribution would have significantly reduced the take-home pay of future letter carriers. For the last time in this months-long battle, NALC members activated and contacted their senators. Before the Senate voted on its final package, this attack was removed.

Once the bill passed in the Senate on July 1, 2025, the House passed the same bill 48 hours later, sending it to President Trump's desk by his self-imposed July 4 deadline. While the fight was long, difficult and unpredictable, NALC ultimately had all threats directly targeting letter carriers removed from the final bill.

While enactment of the so-called One Big Beautiful Bill was nothing to celebrate, the real victory was letter carriers fending off innumerable attacks on our retirement benefits, the postal vehicles be desperately need and other anti-labor measures. The long, difficult battle is a powerful reminder of what is possible when our union comes together and fights like hell for what is best, right and fair for letter carriers.

While Congress is beginning to work on a second reconciliation package, there is no current appetite to come after federal employee benefits. However, if that changes, we have a successful playbook in place, and we are ready to fight to defend our rights and benefits again.

FIGHTING ATTACKS ON FEDERAL EMPLOYEES, UNIONS AND MORE

The attacks in budget reconciliation and the general threats against the entire Postal Service were just a sampling of the attacks that came against federal unions in the last two years. The last 18 months have been a steady, broad and coordinated assault on labor rights by weakening unions, hollowing out enforcement agencies, and using federal power to make organizing, bargaining and striking harder. The biggest targets have been federal workers, but the damage has also spread to contractors, public services, and the broader labor movement.

The administration's most direct attack on the labor movement has been on the federal workforce and civil service. On the day he took office, President Trump issued an executive order implementing a federal hiring freeze meant to weaken the capacity of federal agencies by leaving positions unfilled and constraining agency staffing. That same day, he established the Department of Government Efficiency (DOGE) by executive order. DOGE's first significant action was to dismantle the U.S. Agency for International Development (USAID), effectively ending the careers of 10,000 federal employees overnight. Over its six-month tenure, DOGE was responsible for cutting an additional 250,000 federal jobs.

In March 2025, the administration launched the most sweeping assault on federal labor rights in U.S. history by issuing executive orders that stripped collective-bargaining rights from hundreds of thousands of federal workers. The administration has also terminated the collective-bargaining agreements of major federal employee unions, including those at the Department of Veterans Affairs, the Environmental Protection Agency and the Transportation Safety Administration. Despite legal action by the unions sometimes resulting in court injunctions and favorable decisions, these unions have been decimated, losing tens of thousands of their members and their collective-bargaining rights. The federal government shutdown, the longest in the country's history, from Feb. 14 to April 31, 2026, similarly sought to punish the federal workforce. Threats that back pay would not be provided put pressure not only on the workers themselves and their families, but pressure on union resources needed to support members.

The administration has also undercut the National Labor Relations Board (NLRB) and Federal Mediation and Conciliation Service (FMCS). One week into his term, Trump removed NLRB Member Gwynne Wilcox (notably the first Black woman to serve on the NLRB since its inception in 1935), leaving the board without a quorum and unable to fully hear cases or issue decisions. Later, FMCS was targeted with staffing cuts and reduced functions. The broader effect of these actions has been to make unions easier to destabilize by weakening the institutions workers rely on to defend representation and contract rights.

More broadly, Trump's Department of Labor has prioritized deregulation rather than enforcement, rolling back many workplace rules protecting workers nationwide. The administration has proposed or sought to roll back numerous workplace safety rules established by the Occupational Safety and Health Administration (OSHA), arguing that they are overly burdensome to businesses. It has also altered overtime eligibility thresholds, preventing millions of workers from receiving overtime pay, and has moved to strip minimum wage and overtime protections for vulnerable care workers and workers with disabilities. The administration has even made efforts to scale back federal child labor protections, loosening rules that safeguard teenagers from dangerous industries.

While some of Trump's actions have targeted the Postal Service, NALC has made it 18 months into the administration largely unscathed, thanks in large part to the strategic decisions we have made.

In March 2025 we learned of Postmaster General Louis DeJoy's unexpected exit from the Postal Service and carefully monitored the USPS Board of Governors search for a replacement. We voiced our concerns about their choice of White House pick David Steiner, directly from the board of USPS competitor FedEx, to lead the agency. While we have worked in good faith with the new postmaster general, we remain alert for evidence of conflicts of interest or further White House meddling.

Also in March 2025, Trump signed an executive order filled with blatant lies meant to undermine the nation's free and fair election process by placing restrictions on voter access to the ballot box. Today, many provisions of this order have been blocked and others are still being challenged in federal courts.

EMERGENCY RESPONSE TEAM

In July 2025, Trump issued an executive order suspending the de minimis exemption for international packages as part of his trade policy. The sudden taxation of all packages under $800 entering the country through the postal system has permanently reduced international parcel volume and revenue for the Postal Service.

Earlier this year, Trump made another attempt to interfere with elections in March by signing an executive order that would make the Postal Service responsible for ensuring it does not deliver mailed ballots to ineligible voters through a convoluted process of sharing eligible voter lists between different states and agencies. At the time this report was going to print, NALC had submitted a comment opposing this rule; the EO washeld unlawful by a court; and USPS ceased its rulemaking process.

Understanding the context in which unions, particularly federal unions, must now operate, we have fought like hell to successfully protect NALC members from some of the administration's worst consequences.

EMERGENCY RESPONSE TEAM

Fighting for our members means supporting them, regardless of the circumstances. Our union is more than contract enforcement, workplace safety and education. While these are extremely important, the ways our members show up for each other are endless. Nothing has made that more evident than the impact of our new Emergency Response Team (ERT) over the last two years.

The program was convened in 2024 and so far, has trained 62 letter carriers to respond to stations where carriers have experienced a traumatic event such as a colleague's death or serious injury, crime or assault, or another traumatic incident. To date, ERT members have been deployed to more than 100 post offices across the country, showing up for their fellow members when they need it the most.

The response to the program has been exceptional. Once a request is received, team members are deployed almost instantly, usually arriving at the station the next day. When they arrive, ERT members provide peer-to-peer support by talking to carriers on the workroom floor or in private if requested. They are also available to talk to family members of the affected carriers. Their role is to provide emotional first aid and guide them toward the available resources to get additional help, depending on their needs.

I am immensely proud of the team members who make this program possible. Their impact has already been immeasurable and has put what our union does best on full display—supporting our members in every circumstance.

WORKPLACE SAFETY

The safety of our members is always a top priority. Unfortunately, letter carriers continue to face daily hazards on the job. Much work has been done since the last convention to combat two critical workplace hazards—on-the-job crime and extreme heat.

In 2024, NALC worked with bipartisan lawmakers in the House and Senate on a legislative solution to combat the extreme uptick of crime and assaults committed against letter carriers. Simultaneously, more than a dozen branches across the country held rallies to raise awareness and ask the Department of Justice to take these crimes and assaults seriously and prosecute all cases.

Our voices were heard and we started to see more of these crimes federally prosecuted, and the number of crimes committed decreased, but the fight for a legislative answer was not over.

In 2024 (the most recent data available), assaults and robberies against postal employees decreased about 25 percent, but robberies remained more than 400 percent higher than they were before the pandemic. Nearly 400 postal employees were assaulted and 477 were robbed in 2024. Since our last convention, two letter carriers have been tragically murdered while dutifully doing their jobs.

Any crime against a letter carrier is one too many. NALC again worked with Reps. Brian Fitzpatrick (R-PA) and Greg Landsman (D-OH) and Sens. Josh Hawley (R-MO) and Kirsten Gillibrand (D-NY) to reintroduce the Protect Our Letter Carriers Act (H.R. 1065/S. 463) in February 2025. The bill was identical to the previous version and includes three main elements: providing funding to replace and modernize collection boxes, Arrow Keys and lock systems, designating an assistant district attorney in each judicial district to prioritize any case that involves an assault or crime against a letter carrier, and standardized sentencing guidelines for those found guilty of committing these crimes.

Modernizing the postal infrastructure that criminals are seeking and holding those who commit these crimes against federal employees accountable is essential to fixing this problem. In May and July of 2025, I testified before two House subcommittees in support of this legislation.

Bipartisan support continues to grow and at the time of this writing, H.R. 1065 had 215 co-sponsors, just three co-sponsors short of a 218 majority. This number is important because it would allow for certain House procedures that can bypass the committees of jurisdiction and bring the bill to the floor for a vote. NALC remains focused on reaching a majority of co-sponsors and pursing all opportunities to advance this critical piece of legislation.

Another workplace hazard that continues threatening letter carriers' safety is extreme heat. For more than a decade, NALC has led the fight for a national heat safety standard. Shortly after our last convention, in August 2024, OSHA finally released proposed heat safety rule.

NALC submitted comments in full support of the proposed rule in January 2025. In June 2025, I testified in OSHA's informal rulemaking hearing in support of the proposed rule.

The rule includes several elements that NALC has long fought for, including acclimatization protocols, paid employee breaks, and preserving unions' rights to bargain over heat safety protections. Overall, the proposed rule is strong and if enforced would provide protections that letter carriers need.

While the rule is paused indefinitely in the current administration, NALC remains committed to working with OSHA, the Department of Labor and all necessary stakeholders to move this proposal through the rulemaking process.

NALC UNIVERSITY

A well-informed union is a stronger union. That's why over the past two years NALC has put extensive efforts into expanding and improving our education opportunities.

In May, NALC launched a new online learning management system, NALC University. While little can replace the value of in-person trainings, NALC University gives union representatives and members nationwide access to trainings on their own time and their own pace. Even better, these video courses are taught by real letter carriers who do this work every single day.

NALC University features a virtual Informal Step A training program as well as other beneficial training courses for letter carriers. More videos will continue to be added in the coming months. I encourage all letter carriers to log in to the Members Only portal and see what you can learn in NALC University.

INFORMAL STEP A TRAINING

In March of this year, we held our first weeklong in-person Informal Step A Training. This training is fully geared toward new stewards to give them the foundation they need to successfully uphold the *National Agreement* and to file grievances on common workroom floor issues.

Additionally, classes include other topics that assist stewards like time management, the roles a shop steward plays, and how to use the various NALC resources on NALC's website. The training also gives participants the opportunity to practice investigating a contractual violation and then meeting at the Informal Step A level.

Fifty NALC stewards have already completed the program, and the second session is scheduled for September. The results of the program from just one session are already evident, and I look forward to this training continuing to support and educate our new shop stewards.

COMMUNICATIONS: MEETING OUR MEMBERS WHERE THEY ARE

Much like our jobs, our entire world has changed in recent years, and that includes the way we communicate. In the last two years, our union has made extensive efforts to improve the way we share information with our members and expand our digital footprint.

While our magazine, *The Postal Record*, continues to thrive, we know not all our members read it. We have expanded our content and reach on social media platforms like Facebook, Instagram, X, BlueSky, Threads and YouTube to inform our members wherever they are. We have produced more short-form video content than ever before, both to educate our members about contractual information as well as videos that explain our impact to the public.

Following the launch of our "Fight Like Hell!" campaign, NALC rebranded our official podcast with the same name. Since our last convention, we've published 20 audio and video episodes for our members. Topics vary widely and include collective bargaining, information on our health plan, retirement, our Emergency Response Team, rap session recaps and more. The podcast has been an excellent way to jump on the mic and share important updates with our members.

As we gather in L.A., NALC is in the midst of an extensive redesign for nalc.org, both for our public-facing website and the Members Only portal. The new website, expected to launch in early 2027, has two primary goals. First, to be an easy to navigate resource for our members. Whether it's information about the contract, government affairs, retirement or more, we're creating a centralized hub for you to efficiently find what you need. Second, we're building a website that showcases our value to the public. When our customers understand our story, who we are, and what we do for America every day, they are even more likely to support us when we need it most.

Expanding our communication methods never ends, and I look forward to continuing to find new and unique ways to engage and educate our members in the digital space.

NALC DISASTER RELIEF FOUNDATION

The NALC Disaster Relief Foundation (DRF) was formed in 2018 at our national convention in Detroit. Since then, the DRF has been there to support our members when they need it most after a wildfire, tornado, hurricane or any other natural disaster. The foundation is the definition of members helping members. DRF is funded by NALC member donations, and all donations go directly to helping other members affected by natural disasters.

Since June 2024, the DRF has raised more than $464,000 and has provided more than $611,000 worth of grants and other assistance to members. I'm so proud that year after year NALC members continue to give to DRF and step up to help relieve some of burden our members inevitably face after natural disasters.

STAMP OUT HUNGER FOOD DRIVE

In the last two years, NALC has continued our commitment to ending hunger in America with our annual Stamp Out Hunger Food Drive on the second Saturday in May. The 2025 food drive brought in an amazing 48 million pounds of food. While the final numbers are still being calculated, the 2026 total is estimated to be 36 million pounds of food.

Every year, from coast to coast, and off the mainland, our members recommit in our effort to fight hunger in our communities.

And last year, our impact expanded the traditional food drive. In the fall of 2025, during the longest government shutdown in history, letter carriers saw their communities struggling. More than a million federal employees were furloughed or working without pay and government food assistance programs were paused. Given our branch's strong connections with their local food banks from decades of the food drive, NALC launched a Shut Down Hunger campaign.

NALC branches and state associations made monetary donations to their local food banks. All donations were matched in full by NALC Headquarters. Knowing that our members always deliver, I had high hopes, but I was astounded at the success and impact of this initiative. In only a few months, NALC branches and state associations raised more than $263,000. With NALC's match, this totaled to more than $526,000 for food banks nationwide.

This impact, along with contributions of the annual in-person food drive, are a reminder that our members are always willing to step up, give back, and help their communities.

MUSCULAR DYSTROPHY ASSOCATION

For more than 70 years, letter carriers have worked to deliver the cure for NALC's official charity, the Muscular Dystrophy Association (MDA). In the last two years, NALC branches have continued to get creative with ways to raise funds for research into neuromuscular diseases.

In 2025, NALC raised more than $945,000 for MDA, and we are on track to make 2026 a $1 million year. I appreciate every MDA coordinator, branch and state association that continue to prioritize the important work our union does to support MDA.

COMMUNITY HEROES

Every single day, our members do so much more than deliver the mail. We keep an eye on our communities. Since we know our neighborhoods, routes and customers so well, we are often the first to notice when something is wrong and to step in and help.

I hear hundreds of stories like this every year. Letter carriers helping an elderly neighbor, spotting a fire, saving people's lives, and more. Sometimes these stories are picked up in the local media, but more often than not, after stepping up for their communities in a major way, letter carriers go about their day and continue their route without any fanfare or recognition.

Every month, *The Postal Record* publishes hero stories submitted to the magazine. From those submitted, we celebrate those selected as national heroes of the year at an annual luncheon in Washington, DC. Since our last convention, we've welcomed two groups of heroes in the spring of 2025 and 2026. This is one of my favorite events NALC hosts. It showcases the best of what letter carriers do and who we are while honoring our incredible heroes. It's impossible to talk to these letter carriers and not feel inspired—and a little better about the world we live in.

It's an important reminder of something we all know: Letter carriers make America's communities safer and better.

LABOR MOVEMENT AFFILIATIONS

We know that workers are stronger when we are united. For this reason, NALC is affiliated with the AFL-CIO and UNI Global Union, strengthening our ties to the labor movement both domestically and internationally.

Over the last two years we have continued our long affiliation with the AFL-CIO. Along with the national presidents of more than 50 other unions, I serve as a vice president of the labor federation and sit on the executive council, representing city carriers' interests across a variety of committees. I also help govern the federation itself as a member of the executive committee, which is made up of the presidents of the AFL-CIO's 10 largest affiliate unions. Additionally, I serve on four other committees: legislative and policy, political, safety and occupational health, and state and local labor councils and community partnerships. The AFL-CIO continues to be an important tool for implementing NALC's legislative and political agenda, and a powerful source of support and solidarity we can call on when we are under threat.

We also continued our affiliation with UNI Global Union, the global federation of service-sector unions. NALC belongs to UNI's Post & Logistics sector, which connects postal unions worldwide. I sit on several federation-governing and postal-specific committees. NALC officers and staff travel to UNI meetings to learn from the experiences of workers from other post offices around the globe, often gaining insight into threats that could be coming our way.

FIGHTS TO COME

I'd like to conclude with fights we have ahead for both the future of our jobs and the Postal Service. I wish these fights were not so existential, but the experiences of other post offices and their labor unions worldwide make clear that they are.

As with any union, understanding your employer's finances is critical in developing strategies to achieve the membership's goals. The Postal Service's financial situation is complicated and affected by two main forces: changes in the letter and parcel market and constraints placed on the agency by Congress.

For more than two decades now, we have grappled with the consequences of a Postal Service that, as of today, has lost over 50 percent of its monopoly volume and revenue, which had traditionally funded the cost of providing universal service to the nation. As letter volume has declined and the number of delivery points increases by about 2 million each year, the Postal Service's finances have deteriorated. The rise of e-commerce, particularly the surge in parcels during the COVID-19 pandemic, has mitigated this decline to an extent, but, unlike letters, the Postal Service competes for this volume with private delivery companies and has lost market share to Amazon, in particular, in recent years.

On top of this insufficient business model, the Postal Service is in a unique financial situation, where many of the business and financial decisions it should be able to make are limited by Congress, and the agency receives no financial assistance in return. The Postal Service is severely limited by an inadequate debt limit that has not increased since 1994, a requirement to invest retiree funds in extremely low-yielding Treasury bonds and a long-term misallocation of pension liabilities from before the agency even existed.

The Postal Service's most recent fiscal year results revealed concerning indicators that we haven't seen since the Great Recession. At the end of Fiscal Year 2025, the Postal Service had reached it borrowing limit of $15 billion, ended the year with only about half the cash it had at the end of the previous fiscal year, and yet again defaulted on its CSRS and FERS amortization payments. This was on top of a reported net loss of $9.0 billion and a controllable loss of $2.7 billion (notably, 50 percent higher than the previous fiscal year due to further declines in volume, including parcel volume). At that time, the Postal Service reported it only had enough cash to keep operating through November 2026.

Halfway through the 2026 fiscal year, the situation had not improved. Volume and revenue losses persisted, the borrowing authority remained maximized, and the agency still lacked cash to fulfill its retirement obligations and maintain operations long term.

In April 2026, the Postal Service announced that it would begin cash conservation measures, including temporarily pausing all its employer normal cost contributions to its FERS account. Additionally, the Postal Regulatory Commission (PRC) lifted restrictions on certain revenue previously required to be used to pay FERS amortization costs.

In June 2026, the PRC noted that these changes freed up enough cash to keep the agency operating for several years. But, it is clear that we must find a solution soon.

The Postal Service's actions will not immediately have a detrimental impact on current or future retirees, but each missed payment increases the Postal Service's FERS unfunded liability, which under current law, the agency will eventually have to pay. Before undertaking these cash conservation measures, the Postal Service's combined CSRS, FERS, and retiree health benefit annual costs were expected to increase from about $11 billion in 2026 to $18 billion by 2032. The Postal Service cannot afford those costs today, and these measures will only increase them.

Because NALC has an in-depth understanding of the forces affecting the Postal Service's finances, we can develop proposals that lessen or remove their impacts, and in turn support our members' goals and our position in collective bargaining.

This is why we focus so much on legislative solutions to ease the Postal Service's financial constraints. Over the past two years we have pursued investment reform to allow the Postal Service to diversify its retiree funds in higher-yielding assets, implementation of the Segal report recommendations to correct the overallocation of CSRS liabilities on the Postal Service and an increase to the Postal Service's debt limit. Each of these proposals would significantly reduce the Postal Service's retirement liabilities or free up cash that could be spent on operations or to modernize the post office network to meet the needs of today's customers. Enacting these reforms is critical to protecting our futures.

But we must also prepare for other fights that are likely to come our way soon. Worldwide, governments and postal systems are addressing declines in letter volumes and increases in private competition by drastically altering their traditional postal systems: reducing delivery services, scaling down their workforces, and implementing labor practices found in the private sector. Similar ideas have been floated in the United States in recent months, by mailers, the PRC, and the even postmaster general as ways to provide long-term financial stability for the Postal Service. As these ideas gain traction, we must begin to consider in earnest the future we want.

While it may be comforting to know that post offices worldwide are encountering similar financial pressures as they also experience the loss of letter volume and revenue that has sustained their systems for hundreds of years, their solutions can provide insight but are not always welcome.

Many countries in recent years have responded to financial pressures by reducing the scope of their universal service obligations. These changes have ranged from relatively minor, like slowing the speed of delivery in Australia, Brazil and Greece, to a nationwide decision to end delivery of all letter mail in Denmark at the end of 2025. Several countries, including Italy, France and New Zealand, have chosen to reduce the frequency of delivery in certain parts of their countries, particularly rural areas, meaning some residents receive mail delivery only three times a week.

Perhaps the most extensive example is the European Union, which is currently rewriting the laws that set minimum delivery service standards, incorporating many ideas from private-sector shippers.

And our siblings from the Canadian Union of Postal Workers to the north are currently fighting against the government's decision to end all door delivery in Canada.

These USO changes come with huge consequences for workers and their unions. And many of these changes affect letter carrier jobs the most. For example, Canada Post estimates it will cut 30,000 jobs, almost half of its workforce, by 2035 as fewer employees will be needed to perform cluster box deliveries.

Changes to the USO are of course not the only outcome of the Postal Service's financial challenges. Other methods of saving money on last-mile delivery exist and could also have an impact on our work. Privatization was a popular solution in the 2010s, resulting in the privatization of the British, German and Japanese post offices, to name a few, and downward pressure on postal employee wages. There is also the threat of technology. UPS, Amazon and FedEx all use artificial intelligence to create dynamic routes for their delivery drivers each day, but control and surveil their drivers to vastly different extents.

While we pursue the important legislative reforms, we must also consider the future we want for our jobs, as workers, and for the Postal Service, as Americans. Being clear-eyed about what could be coming our way can help us act strategically and work together in our best interests.

As this report goes to print, we are still in intense negotiations with the Postal Service while we weigh the potential benefits and risks of interest arbitration. I do not know what the future holds, but I am confident that when given the opportunity, the members of NALC will fight for the future we want and deserve.

EXECUTIVE COUNCIL

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 (NBAs).

As of May 21, 2026, the Council had convened 28 times since May 31, 2024.

Meetings of the Council are an important opportunity for national officers and key staff to focus on the important issues facing letter carriers. NALC leaders learn about the latest developments from the field and tackle significant issues of national importance. Often, staff members in attendance will 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.

The following is a brief overview of those council meetings that took place:

June 26-27, 2024, Washington, DC: President Brian L. Renfroe reported to the Council on the progress of negotiations with the Postal Service and advised that the membership would be notified of the status of a collective-bargaining agreement. President Renfroe reviewed the recommendation process for the proposed amendments to the *Constitution* to be considered by the delegates at the national convention. The Council approved a code of conduct statement to be read to the members at all NALC events.

July 12, 2024, virtual meeting: President Renfroe led the Council in a discussion on the collective-bargaining process and answered all the questions related to the updates provided. The Council was informed that the Postal Service agreed to extend the time limits addressed in Article 15 of the collection-bargaining agreement specific to processing grievances due to the national convention. The Council was informed that an endorsement for the presidential elections would be discussed at the convention

July 30-Aug. 8, 2024, Boston Convention: President Renfroe provided the council with updates on the state of negotiations and introduced Elizabeth (Lisa) Kott as the new staff attorney. The Council discussed the additional resolutions received since the last Council meeting and made recommendations for approval or disapproval. The Council approved an increased stipend for Step B representatives and discussed the possible acquisition of property for Region 14. The Council was given a detailed agenda for the week of the convention.

Oct. 10, 2024, Washington, DC: President Renfroe informed the Council that a tentative agreement was imminent and that all the details of the agreement would be provided so that it may be accurately conveyed to the membership. President Renfroe advised the Council that there would be four mini "rap sessions" across the country to inform the members of the details of the agreement. The Council was given the status report on Nalcrest reflecting the impacts of hurricane Milton and the power outages in southern Florida.

Oct. 19, 2024, Washington, DC: President Renfroe informed the Council that a tentative agreement was provided to the membership via social media and then discussed the details at length. President Renfroe provided the Council with information concerning open season for health benefit plans and the implementation of the new Postal Service Health Benefits Program. The Council was informed of the campaign releases for the election and the sites of the four rap sessions: Houston, San Francisco, Minneapolis and Washington, DC.

Jan. 31, 2025, virtual meeting: President Renfroe informed the Council that the tentative agreement was rejected by the membership and that the Postal Service agreed to reopen negotiations. The council was informed that the membership would be polled about the economic package and that a second ratification vote was possible if there was another agreement. President Renfroe expressed concerns to the Council about the negative impact the new administration could have on contract negotiations.

Feb. 19, 2025, virtual meeting: President Renfroe reported to the Council that there was no new agreement with the Postal Service at the close of the 15-day window for negotiations and that the NALC will be finalizing preparations for interest arbitration. The Council discussed concerns about the newly created Department of Government Efficiency (DOGE) and the possible direct impact on the Postal Service. The Council discussed plans for a rally based on the "Fight like Hell" campaign.

Feb. 20, 2025, virtual meeting: President Renfroe called a meeting of the Council based on reports of an impending executive order placing the Postal Service under the Department of Commerce and the possible impact on the NALC. The Council approved moving forward with an expedited interest arbitration process.

Feb. 21, 2025, virtual meeting: President Renfroe called a meeting of the Council to provide an update on the possible executive order as reported by the *Washington Post*. The Council was also informed of the agreement by the Postal Service for the expediated arbitration process.

March 10, 2025, virtual meeting: President Renfroe informed the Council that DOGE was currently meeting with the Postal Service and the Board of Governors. The Council was informed of the possibility of a lawsuit should the administration follow through on publicized threats attacking labor unions and provisions of collective-bargaining agreements. The Council was informed of plans for an informational rally to be held on March 23. The Council was informed that interest arbitration hearings would begin on March 17.

March 15, 2025, virtual meeting: President Renfroe called a meeting to update the Council on DOGE's meeting with the Postal Service. The Council was informed that DOGE is looking over postal real estate and leases and that their engagement with the Postal Service is limited to 120 days.

March 26-27, 2025, Washington, DC: The Council passed a resolution concerning the rates for the NALC Health Benefits Plan for employees and staff, based on the staff plan actuary analysis. President Renfroe provided the Council with an explanation of the completed interest arbitration process, and the council approved the purchase of property for the Region 6 NBA office.

May 28, 2025, Washington, DC: President Renfroe updated the Council on implementation of the Article 8 provisions and the New Employee Experience Retention and Mentoring Program. The Council discussed the selection of David Steiner as postmaster general (PMG) and the results of the latest food drive.

June 17, 2025, Washington, DC: President Renfroe met with the Council and provided a legislative update and informed the council of the July 17 start date for the new PMG. The Council was given a timeline for the implementation of the provisions of the new collective-bargaining agreement.

Aug. 18-19, 2025, Washington, DC: The Council elected the officers of Nalcrest and the Board of Directors for the Disaster Relief Foundation. President Renfroe informed the Council of the hiring of Paul Swartz as the new director of legislative and political affairs and was given an update on the status of the build-out of the online learning platform. The Council approved the financing for the purchase of property for the Region 14 NBA office and discussed the potential impact of the threats by the administration.

Sept. 3-4, 2025, Washington, DC: The Council began preparations for negotiations by forming bargaining committees. All Council members were assigned committees along with the letter carrier staff. The Council was informed of the creation of "Rank-and-File Committees" to provide input on bargaining proposals.

Oct. 8, 2025, Washington, DC: The Council was given an update on the initial meeting of the Rank-and-File Committees and the continued preparation for collective bargaining. The Council discussed the government shutdown and possible attacks against the NALC, including dues deduction and threats to representation. The Council was provided with the agenda and travel plans for the scheduled rap session in Cleveland.

Oct. 9, 2025, virtual meeting: The Council had a meeting to discuss changes to the Health Plan. The council was informed that it was no longer financially feasible to offer coverage to non-postal federal employees through the NALC Health Benefit Plan, so the decision had been made to discontinue that coverage option effective with the 2026 health plan open season.

Oct. 21, 2025, Washington, DC: President Renfroe followed up with the Council on the changes to the Health Benefits Plan. The Council was given an extensive itinerary for the rap session and its format. The Council discussed the impact of the government shutdown on the Postal Service and was given a timeline and goals for the upcoming round of collective bargaining by President Renfroe.

Nov. 5, 2025, Washington, DC: President Renfroe discussed with the Council the economic priorities of the NALC in the upcoming round of collective bargaining. The Council approved the trustees' resolution for the staff plan for the NALC Health Benefit Plan. The Council discussed several incidents of Immigration and Customs Enforcement (ICE) agents and their interactions with letter carriers. The Council was informed of the hiring of a new communications director and several regional and headquarters appointments.

Nov. 20-21, 2025, Cleveland, OH rap session: President Renfroe led the council on a discussion about the financial status of the Postal Service and polling results from the members. The Council discussed goals of collective bargaining. The Council approved financial assistance to the Disaster Relief Foundation. The Council discussed the agenda for the rap session.

Dec. 11, 2025, Washington, DC: The Council approved an update for the I.T. system and discussed the economics of bargaining. The Council was informed of a second group of Rank-and-File Committees scheduled to meet in January. The council was also given a timeline for the opening of collective bargaining in February.

Jan. 20, 2026, virtual meeting: President Renfroe had a brief meeting with the Council about the virtual meeting scheduled with branch presidents later that evening. The Council was informed that a National Day of Action was planned for Feb. 22, and the details would be provided to the presidents during the meeting.

Feb. 24-25 2026, Washington, DC: The Council discussed the opening of collective bargaining and was given an overview of NALC's opening statements. President Renfroe reviewed the interest arbitration process with the Council. The Council discussed the possibility of potential benefit opportunities that could be made available to NALC employees.

March 26, 2026, Washington, DC: President Renfroe provided the Council with an analysis of the testimony by the PMG before Congress. The Council continued with ongoing preparations for interest arbitration.

May 18-22, 2026, (Collective Bargaining) Washington, DC: President Renfroe led the Council on discussions during the final week of bargaining about the proposals presented by the NALC and the Postal Service during negotiations. The Council was updated daily of the status of bargaining.

LEGISLATIVE AND POLITICAL AFFAIRS

Since our last convention, the NALC pursued an aggressive legislative agenda that focused on protecting letter carriers from being assaulted and protecting the Postal Service from privatization, improving workplace safety, safeguarding retirement and labor benefits, expanding workers' compensation protections, supporting voting by mail, and advocating for federal employee rights.

The Republicans gained the trifecta after the 2024 elections and now control the presidency, Senate and House. However, slim majorities in both the House and the Senate have made it nearly impossible to pass legislation without bipartisan support. Throughout a majority of the 119th Congress, Speaker Mike Johnson (R-LA) could only afford to lose two members on any party line vote. As we come up on the NALC's 74th biennial convention, the current numbers in the House stand at 218 Republicans, 212 Democrats, one independent, and four vacancies.

The Senate margins are just as tight. Currently, the Republicans hold a 53-47 seat majority. Due to the filibuster, passing anything in the Senate through regular order requires 60 votes. The Senate majority leader, through a process called reconciliation, can pass legislation by simple majority (more on reconciliation below). This process, however, can only be used once during a fiscal year. As of press time, Congress is already working on Reconciliation 2.0 to fund U.S. Customs and Border Protections and Immigration and Customs Enforcement. Reconciliation is expected to be narrow in scope. However, Congress will have one more shot at a reconciliation package in October, and Reconciliation 3.0 will likely be a much larger bill that could once again affect letter carriers and federal employees.

FIGHTING FOR A FINANCIALLY STABLE POSTAL SERVICE

A financially viable Postal Service for the long-term future remains a top priority for the NALC. The USPS reported a net loss of $9 billion last fiscal year, and so far the balance sheet has not improved. During a March 2026 hearing in the House Subcommittee on Government Operations, Postmaster General David Steiner warned lawmakers that the Postal Service could run out of money in about a year.

In a submitted statement to the House Subcommittee on Government Operations, President Renfroe identified three areas that would significantly increase the financial condition of the Postal Service. These three areas include sensible investment reform for USPS retiree health and pension funds, correcting the decades-long Civil Service Retirement System (CSRS) pension misallocation, and increasing the borrowing limit.

Congress allowing the Postal Service to invest in higher-yielding funds with a higher rate of return will improve and reduce the Postal Service's retirement liabilities. Currently, the USPS is constrained by law on how it can invest its retirement trust funds. Under current law, the Postal Service must invest its retirement accounts in low-yielding Treasury bonds, earning between only 1 and 3 percent interest. Congress must allow the Postal Service to invest in a more fiscally responsible manner that is still low risk. A higher-yielding investment strategy will save the agency billions of dollars while reducing any appetite to lower service standards or quality.

In addition to being constrained by a disadvantageous investment plan, the Postal Service is also affected by an unfair overallocation of its CSRS pension liabilities. This unfair calculation has cost the Postal Service more than $1 billion in the past 50 years. Multiple analyses have found that the current methodology used by the Office of Personnel Management (OPM) to allocate CSRS pension costs unfairly place unwarranted responsibility on the Postal Service. This unfair responsibility has cost the USPS $3 billion annually and has shifted at least $90 billion in unjust financial obligations onto the agency.

Finally, the Postal Service must be allowed to increase its borrowing authority. Currently, the Postal Service has maxed out its $15 billion borrowing limit. This limit was placed on the Postal Service in 1992 and has not been adjusted for inflation or growth since. If adjusted for inflation, the limit today would be about $35 billion. This is unacceptable and does not allow for the Postal Service to access sufficient capital to make investments necessary to modernize its network, or to cover the cost of providing universal service. NALC continues to advocate for these three commonsense financial changes that are the best ways to improve the Postal Service's financial outlook while preserving letter carriers' jobs, retirements, and the service they provide.

LEGISLATIVE VICTORY: SOCIAL SECURITY FAIRNESS ACT ENACTED

A significant victory for letter carriers occurred in January 2025 when the Social Security Fairness Act was signed into law, eliminating the Windfall Elimination Provision (WEP) and Government Pension Offset (GPO). For the past several decades, the NALC worked closely with Congress to repeal these unfair provisions that reduced or eliminated Social Security benefits for certain retired members. The repeal was retroactive to January 2024, with eligible retirees receiving a one-time lump-sum payment covering the difference in their benefits.

NALC and our advocates were instrumental in the decades-long fight for the enactment of this law. At the end of 2024, in the months leading up to House and Senate votes, NALC put out numerous calls to action and participated in rallies and press conferences on Capitol Hill to push the bill forward. NALC members should be proud of their unwavering efforts in this long fight for all our members to finally receive the full Social Security benefits they earned and are owed.

PRIORITY LEGISLATION

The NALC continues to advocate for letter carriers on several other issues as well, including the Protect Our Letter Carriers Act (POLCA)—H.R. 1065/S. 463, Federal Retirement Fairness Act—H.R. 1522, Anti-Privatization Resolution—H.Res. 70/S.Res. 147, the Equal COLA Act—H.R. 491/S. 624, the Improving Access to Workers' Compensation for Injured Federal Workers Act—H.R. 3170/

S. 3296, and the USPS Shipping Equity Act—H.R. 3011.

In February 2025, the bipartisan Protect Our Letter Carriers Act was reintroduced in both chambers of Congress to address the rising number of assaults and robberies targeting letter carriers. Once again, Reps. Brian Fitzpatrick (R-PA) and Greg Landsman (D-OH) introduced the House version, and Sens. Josh Hawley (R-MO) and Kirsten Gillibrand (D-NY) introduced the bill in the Senate.

The USPS Office of Inspector General (OIG) and the Government Accountability Office (GAO) found that armed robberies and assaults on letter carriers surged nearly 700 percent in recent years. These assaults are largely driven by criminals who target the arrow key, giving criminals access mail, packages, financial statements and checks.

The NALC has made passage of this legislation a top priority. The legislation includes three important provisions to deter criminals and prevent these crimes from happening:

- It provides $7 billion over five years ($1.4 billion annually) in funding for the Postal Service to secure its infrastructure, including installing high-security collection boxes and replacing the Arrow Key with an electronic version.
- It would ensure that every crime committed against a letter carrier is prosecuted by requiring the attorney general to appoint an assistant U.S. attorney in each judicial district to prioritize any case that involves an assault or crime against a letter carrier.
- It would strengthen sentencing guidelines for these crimes by ensuring they are treated in the same manner as assaults on federal law enforcement officers.

On July 23, 2025, the House Subcommittee on Government Operations held a hearing titled "An Update on Mail Theft and Crime" to examine the spike in attacks on letter carriers. NALC President Brian L. Renfroe testified before the committee on the importance of getting H.R. 1065 passed and signed into law.

The NALC has also been closely following proposals that could alter USPS governance or move toward privatization. Early in 2025, the administration actively pursued the idea of privatizing the Postal Service, citing the agency's financial losses. The administration proposed restructuring the Postal Service by merging it with the Department of Commerce. Commerce Secretary Howard Lutnick and the Department of Government Efficiency (better known as DOGE) explored ways to merge the Postal Service or sell off the operations handled by the USPS that a private-sector company could handle.

In response to the attempt to privatize the USPS, NALC supported H.Res. 70 and S.Res. 147. H. Res. 70, introduced by Reps. Stephen Lynch (D-MA) and Nick Lalota (R-NY), and S. Res. 147, introduced by a bipartisan group of senators led by Senator Gary Peters (D-MI), affirms the sense of both the House and Senate that the Postal Service should remain an independent agency and not be subject to privatization. Currently, H. Res. 70 has a majority of House members, 237 co-sponsors, that agree the Postal Service should not be privatized.

Along with supporting this resolution, in response the administration's reported efforts to restructure the Postal Service, NALC put out numerous calls to action that culminated in an in-person national day of action on March 23, 2025, where more than 250 branches across the country heled rallies to say "Hell no" to dismantling the Postal Service. NALC's collective action focused on a singular goal was a massive success and no executive order threatening the independence or structure of the Postal Service has been issued.

While enactment of the Social Security Fairness Act was a massive victory, more must be done legislatively to achieve a fair retirement for all NALC members. A question letter carriers frequently ask is, "Am I able to buy back my time spent in non-career status?" The Federal Retirement Fairness Act was reintroduced in February 2025 by the late Rep. Gerry Connolly (D-VA), along with Reps. David Valadao (R-CA), Nikki Budzinski (D-IL) and Don Bacon (R-NE). The bill would allow eligible temporary federal and Postal Service employees to make catch-up contributions for their time spent in non-career status after Dec. 31, 1988, making it credible service under the Federal Employees Retirement System (FERS). Roughly 70 percent of active NALC members would have some sort of credible time under this bill. The NALC continues to educate members and staff on this legislation, as many are unaware of this impact on letter carriers and other federal employees.

The NALC continues to fight for other priorities as well. For the retirees, the NALC supports the Equal COLA, H.R 491 and S. 624. The Equal COLA Act would end the cost-of-living disparity between FERS and CSRS annuitants. The legislations ensure that retirees under the FERS system would receive the exact same annual inflation protection as those retirees under CSRS.

The NALC is also advocating for letter carriers who get injured on the job. The Improving Access to Workers' Compensation for Injured Federal Workers Act, H.R. 3170 and S. 3296, would expand care options for letter carriers who are injured on the job to allow NPs and PAs to prescribe or recommend treatment. In May, President Renfroe testified before the House Subcommittee on Workforce Protections, a hearing focusing on reform and oversight of the Federal Employees' Compensation Act (FECA) program. President Renfroe stated how vital FECA is to letter carriers, and how postal employees account for nearly half of the claims made to OWCP each year.

Finally, the NALC continues to work to end a pre-Prohibition era ban that prohibits the Postal Service from delivering alcoholic beverages. Once again, Rep. Dan Newhouse (R-WA) introduced H.R. 3011, the USPS Shipping Equity Act. H.R. 3011 would allow the Postal Service to ship beer, wine, and other alcoholic beverages directly from licensed producers and retailers to legal customers. It is estimated this legislation would generate an additional $190 million annually in new revenue for the Postal Service, leveling the playing field where private shippers such as UPS and FedEx are the only options.

RECONCILIATION

Last summer, the NALC engaged in one of its most important and biggest legislative battles in recent history as it fought to preserve letter carrier benefits and union protection from budget reconciliation in Congress. The House Committee on Oversight and Government Reform sought to reduce the federal deficit by more than $50 billion. To achieve these cuts, the committee proposed major benefit cuts to reduce benefits for letter carriers and other federal employees. These cuts included increasing the FERS contribution rate, eliminating the FERS supplement, and changing the annuity calculation to a high-5 salary average rather than a high-3.

The Senate Homeland Security and Governmental Affairs Committee (HSGAC) recommended to limit spending by proposing a $32.5 billion increase over the 2026-2035 fiscal years. To achieve this limit in spending, HSGAC proposed $24 billion in savings by proposing for at-will employment for a lower FERS contribution for new hires, verifying any family members added to Federal Employees Health Benefits (FEHB) programs by disenrolling ineligible beneficiaries, imposing a 10 percent fee to cover the costs for any optional payroll deductions, and charging unions for the use of official time. While the reconciliation bill, called the One Big Beautiful Bill, did pass and was signed into law, all of the benefit proposal cuts to letter carriers were removed from the final bill due to an aggressive grassroots lobbying effort by NALC and its members. Letter carriers from around the country mobilized and contacted their members of Congress to defeat these arbitrary cuts to their benefits. With so much on the line, letter carriers delivered and were one of the only groups to come out of this process intact and unscathed. To read more about the NALC's involvement in reconciliation, please see the Executive Report on page 19.

FIGHTING ATTACKS AGAINST VOTE-BY-MAIL

In January 2026, Congress introduced the SAVE America Act. The bill would require individuals to provide documentary proof they are a U.S. citizen, either in person or by submitting a physical copy. If passed, the SAVE America Act would largely eliminate online and voting by mail. NALC opposed this bill and sent opposition letters to both the House and the Senate.

The legislation is largely based on the idea that voter fraud is widespread and rampant. However, multiple extensive audits, government reports, and court rulings have found that voter fraud is incredibly rare, and does not occur on a scale that would alter an election. In fact, during the 2020 election, a comprehensive review by two leading universities found no evidence of systemic or widespread fraud.

But that is not stopping Congress or the administration from acting to stop this false idea of voter fraud. In March, President Trump signed an executive order titled "Ensuring Citizenship Verification and Integrity in Federal Election," which addresses the process of mail-in and absentee ballots. The executive order instructs the Department of Homeland Security and the Social Security Administration to compile a database and generate a statewide list of verified adult U.S. citizens. These lists would then be given to each state's election officials to verify eligibility. Once the states have the list, they would submit the list of eligible mail-in or absentee voters to the Postal Service. It would be the Postal Service's responsibility to cross-reference the list to create a participation list for those voters eligible to receive mail-in or absentee ballots.

President Renfroe participated in a House field hearing in April focusing on election security and vote by mail. The hearing was hosted by Speaker Emerita Nancy Pelosi (D-CA) and House Committee on Administration Ranking Member Joe Morelle (D-NY). President Renfroe was invited as a panelist to share letter carriers' views on the recent attacks on mail-in ballots and how it could affect letter carriers' work.

The NALC continues to monitor the executive order very closely. Several lawsuits have been filed by civil rights and voter rights groups, arguing that the executive order violates Article 1 of the Constitution, which grants each state the power to set rules for federal elections.

OUR POWER ON CAPITOL HILL: LETTER CARRIER POLITICAL FUND

With this large legislative agenda with multiple attacks coming from all branches of the government, the Letter Carrier Political Fund (LCPF) continues to be an important weapon to fend against these attacks. The NALC is actively engaged in Washington and in each congressional district with the help of our letter carrier congressional liaisons who engage members in the district.

With the upcoming midterm elections in November, and the possible power shift in the House, the Senate or both, the LCPF allows us to continue to invest in candidates and members who support us. All letter carriers probably have health insurance, life insurance and car insurance to protect them in the event of an incident. Contributing to the LCPF is like having job insurance. Unfortunately, only 12 percent of our members support the LCPF. Despite that level of participation, the LCPF generates nearly $7 million in an election cycle, making the NALC a very powerful association on Capitol Hill. If we can increase the number of letter carriers who donate to the LCPF, the LCPF would dominate.

Our legislative and political organizers (LPOs) have been instrumental in increasing the LCPF. They have been working closely with state associations and branches to educate LCPF coordinators to maximize local contributors. As local branches schedule events or trainings, please use your LPO as a resource for any assistance. They are ready and available to help grow the LCPF in your branch or state.

Note: By making a contribution to the Letter Carrier Political Fund, you are doing so voluntarily with the understanding that your contribution is not a condition of membership in the National Association of Letter Carriers or of employment by the Postal Service, nor is it part of union dues. You have a right to refuse to contribute without any reprisal. The Letter Carrier Political Fund will use the money it receives to contribute to candidates for federal office and undertake other political spending as permitted by law. Your selection shall remain in full force and effect until canceled. Contributions to the Letter Carrier Political Fund are not deductible for federal income tax purposes. Federal law prohibits the Letter Carrier Political Fund from soliciting contributions from individuals who are not NALC members, executive and administrative staff or their families. Any contribution received from such an individual will be refunded to that contributor.

INFORMATION CENTER

The NALC Information Center (IC) continues to evolve but its mission remains the same: to obtain, organize, protect, and provide access to information resources needed by the union's officers, staff, and membership. To meet these needs, the IC works in several areas to enhance access to materials with better organization, thorough indexing and metadata, and follow-through of retention schedules, all while following the regulations and legalities as required. The IC strives to preserve NALC's institutional memory along with the past and present histories of letter carriers, as documented in our historical collections. Since the last convention, our former archivist has pursued another career opportunity. Margaux Newell joined in September 2025 as NALC's new archivist.

ARCHIVES

Since 2001, NALC's official archives have been stored at Walter P. Reuther Library at Wayne State University, where a professional staff of archivists and technicians safeguard the materials. NALC maintains a relationship with Reuther's staff to evaluate records for future transfers and to make current holdings more accessible to the union's officers, staff, and members, as well as the labor community. By doing so, NALC's history will be preserved and made available to a broad audience. Anyone interested in NALC, the Postal Service and its workers, or the American labor movement can access this wealth of historical material.

Reuther continues to process NALC records. Professional archival processing is a time-consuming yet necessary action, as it increases public access to archival collections by way of creating finding aids, which help researchers locate specific items of interest. NALC's collections at Reuther include paper records, photographs, posters, videos, badges, uniforms, and other memorabilia. If you go to the Reuther website (reuther.wayne.edu), you will see the finding aids to NALC's collections and a photo gallery of historic images.

While the union's official archives are in Detroit, many historical items and records remain in Washington. Some archival materials remain on site for the use of staff and officers as reference materials, while other archival materials remain on site in consideration of other projects. The collection of historical artifacts started in earnest with the celebration of NALC's centenary in 1989 and has continued since. We have, among other things: historical institutional records, historic NALC Auxiliary (NALCA) meeting minutes, uniform items from USPS, the Post Office Department and foreign postal services, convention badges, pins, buttons, and scrapbooks. Archives exist to be used; Newell and the staff at Reuther are hard at work fostering active, ongoing collaboration between our institutions to facilitate access to our significant historical collections.

RECORDS MANAGEMENT

As branches should be aware, the Labor-Management Reporting and Disclosure Act (LMRDA) imposes strict retention requirements on unions on both the local and national level. However, records management is about more than legality; records management is an essential component for a functioning union. The purpose of the records management program at NALC headquarters is to organize and preserve the substantial amount of material generated by the union while disposing of that which is no longer needed.

Although increasing amounts of NALC's work is done solely in digital format, paper is still a part of the records management process and must be considered properly. Requirements for records retention—whether practical or legal—and space limitations often clash. NALC continues to reinforce its physical record management standards and ensure timely destruction of material that is no longer needed or legally required. This allows the valuable records storage spaces in the headquarters building to be used to store only those items in which officers and staff may need more convenient and frequent access to. Care is always taken to safeguard personal and financial data and other sensitive information when disposing of records.

NALC continues to implement its electronic records retention policy to ensure efficient and ideal usage of space, optimize retrieval capabilities, eliminate redundancy, and support effective management. This effort includes restructuring and organizing digital files, removal of duplicated and outdated items, and scanning projects. In addition, NALC uses a digital asset management system to ensure items that require permanent retention are stored in a secure space that also allows for enhanced searchability provided by extensive metadata.

As mentioned above, branch recordkeeping is also subject to the LMRDA and must follow the same general principles that govern records management at the Headquarters level, if on a smaller scale. Branch officers' training, offered by the secretary-treasurer, provides classes on records management, with the aim of helping branches comply with LMRDA requirements.

INFORMATION CENTER

The NALC Information Center holds a large collection of NALC and postal materials, and a smaller collection of general interest and reference sources. The IC maintains copies of all NALC publications, including all convention materials dating back to our 33rd national convention in 1941, the very first time it was held in Los Angeles! In preparation for the national convention, this proves useful as many need to reference past proceedings, officers' reports, and resolutions. In combination with convention materials, past editions of *The Postal Record* can trace the most significant moments from every convention of the union's history, back to the very beginning. The resources available in the IC are also used when the union is engaged in bargaining or preparing for arbitration. Among other items, the IC has transcripts and exhibits from all NALC interest arbitrations, and those from many of our sister postal unions.

One of the most significant parts of the IC collection is postal-related material. The IC can supply, when asked, the changing language of a section of the *Employee and Labor Relations Manual (ELM)* or *Handbook M-41* or other postal documents going back to its origins. Branches needing support for arbitration, as well as headquarters officers and staff, have access to this information through the IC. In addition to official USPS documents, the IC has an extensive collection of postal-related literature, ranging from past President William C. Doherty's *Mailman USA* to the late Walt Hill's *Reminiscences of Mr. Zip*, which chronicles the day-to-day experiences of a previous city letter carrier.

Increasingly, digital access is part of the IC, as digital subscriptions to larger online archives of materials replace physical subscriptions. Digital access is also a goal for our ongoing scanning projects involving IC materials. This allows officers and staff to use the IC materials wherever and whenever they may need to for research and to assist members.

Moving the IC forward, Newell is currently processing NALC's most important institutional collections—such as our convention collection—and rehousing older, more fragile records into acid-free boxes and folders to address conservation concerns. Additionally, she is creating NALC-specific finding aids, which will help the union's members, researchers, and the labor community discover what records exist in our collections, understand their historical context, and determine how to access these records. Newell is always happy to answer reference questions or assist with research projects by drawing on the unique materials the IC has available.

NALC DISASTER RELIEF FOUNDATION

At the 2018 National Convention in Detroit, the creation of the NALC Disaster Relief Foundation was announced to the delegates in attendance. The mission of the Foundation is to respond to the far too often occurrences of devastating natural disasters by providing relief to alleviate the suffering of effected NALC members.

NALC branches and members remain determined to provide aid to members who are affected by these disasters.

When a disaster strikes, DRF officers and directors quickly identify carriers who are affected and give them aid as soon as possible. The aid might include supplies such as water, food, clothing and postal uniform items. Working closely with local branch leaders, the DRF helps members whose homes are uninhabitable and/or damaged to find temporary housing and transportation, as well as apply for DRF grants.

The Foundation is structured so that when a natural disaster occurs, an assessment can be made quickly and then followed up with much-needed relief for our affected members. Since being established, hundreds of individual donors, branches and state associations have pitched in to help the Foundation build its capacity to assist active and retired regular NALC members in need.

Through the NALC Disaster Relief Foundation, NALC are answering the call from branches and individual members who wanted a mechanism to send donations, supplies, uniforms and other assistance to their brothers and sisters affected by natural disasters. "The foundation is ready to provide rapid help for our affected brothers and sisters," President Brian L. Renfroe said. "But it can't do its job without our support."

Donations should be sent to NALC Disaster Relief Foundation, 100 Indiana Ave. NW, Washington, DC 20001-2144. The Foundation is a 501(c)(3) nonprofit organization, and your contribution may be tax deductible. It is recommended that you seek further advice from your tax advisor. All donations from letter carriers, branches and state associations go directly to NALC members who need assistance—no administrative costs are deducted. Any NALC member who has faced hardship as a result of a natural disaster or wildfire can apply for assistance by completing the Application for Relief Grant available on the Foundation's web page at nalc.org/disaster.

"If you have not donated yet, please help your fellow letter carriers affected by a natural disaster," Renfroe said. "Let's all donate to the Disaster Relief Foundation now so that it can be ready when disaster strikes."

The DRF received $464,128.72 worth of donations, from June 1, 2024, through May 31, 2026.

- **Members: $144,787.46**
- **Branches: $216,593.11**
- **State: $31,047.89**
- **Region: $9,723.25**
- **Others: $61,977.01**

The DRF has also provided $611,300 worth of grants and other assistance for the following storms, during the same time frame. Assistant to the President for Community Services Christina Vela Davidson states, "Everything that goes to these carriers in need comes from you, our donors," Davidson continues. "They are eternally grateful for your continuing support. "The next victim of a disaster could be you or someone you work with," she added. "Any amount helps. We are here for you, and we thank you for your support."

2024

- Hurricane—TX, GA, NC, SC, FL
- Floods—TN, TX, MN, NM, CT
- Wildfires—NM

2025

- Floods—WV, KY, IN, TX, NJ, WI, IL
- Wildfires—CA
- Hurricanes—FL, GA
- Tornado—GA, KY, MO, IL
- Lighting—TX

2026

- Winter storm—NJ
- Tornado—MO, IL, MI
- Floods—WI

The eligibility requirements are outlined in the application. The Foundation's board of directors will consider the applications and will issue grants on an objective basis to eligible individuals as funds are available. Members do not have to wait for emergency relief or insurance claims to be settled to apply for aid. Applications must be received no later than 120 days after the date when the natural disaster occurred, unless the applicant can provide sufficient reasons for the delay.

COMMUNICATIONS DEPARTMENT

The NALC Communications Department is an integral part of the union's official communications efforts to NALC members. The department's mission is to inform the active and retired NALC members. Our aims are to inform them about the postal situation, tell them what's at stake for them and inspire them to take action when appropriate, whether through political activity or by spreading the message.

The chief forms of communication with members are *The Postal Record,* NALC's monthly magazine and official publication, which is mailed to our 290,000 members and some others, including lawmakers, and posted on NALC's website, nalc.org. Also central to our efforts are the *NALC Bulletin* (a periodic publication that is posted in branch halls and post offices), the NALC Member App for smartphones and our outreach through various social media channels.

The quality of the department's work has been recognized by our peers in the labor communications community. Since the last convention, news articles in print and online have won several awards from the International Labor Communications Association's (ILCA) Labor Media Awards, the largest competition in the United States recognizing excellence in labor journalism.

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 focus and quality. The official journal of NALC, *The Postal Record* is two years older than the union itself, having been founded in 1887. Its pages address the concerns of letter carriers in the workplace, legislative and political spheres; when relevant, it places topics 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 NALC stronger. It provides thorough and up-to-date reports on the letter carrier craft, the Postal Service, public policy issues and the many notable efforts of NALC members to improve the communities in which they work; for example, through the annual food drive or the Muscular Dystrophy Association. The staff also writes feature stories relevant to letter carriers.

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 or even write stories themselves.

The Postal Record has featured a wide range of articles recently, such as ones reporting on the efforts by members to raise public awareness about crimes against letter carriers, encouraging members to get involved in the legislative process, informing new and veteran members of their rights, and preparing for the biennial convention in Los Angeles.

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 and various union campaigns, as events warrant. Further, the *Bulletin* is available to all postal employees across crafts, because it's posted on union bulletin boards in the work areas of post offices as well as in branch halls. Nearly 10,000 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 current. While the website's primary goal is to provide information to members, it also serves as a public relations tool by communicating to a wider audience the value of the universal postal network and the important contributions made by letter carriers to their communities every day. The level of interest is reflected in the tens of thousands of visits a month to NALC's website. Contract-related 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.

The Communications staffers also work closely with other NALC Headquarters departments to post important information to the website in timely fashion.

The department delivers vital information to members quickly through the NALC Member App for iPhone and Android smartphones, a tool that uses today's technology to get the most up-to-date information and resources into the hands of our stewards and members. The app was developed at NALC Headquarters with the needs of all members in mind. It contains links to workplace resources, including the *National Agreement*, the *Joint Contract Administration Manual (JCAM),* the Materials Reference System (MRS), city carrier assistant (CCA) resources and more. It also includes legislative tools, as well as one of the most useful features for all letter carriers—an interactive non-scheduled days calendar. Members can sign up for notifications based on their interests and where they live. The app is available in the App Store or on Google Play.

The Communications Department continues to expand its digital efforts and provides frequent updates on social media platforms, including Facebook (facebook.com/nalc.national); X (@NALC_National); Instagram (@LetterCarriers); Threads (@lettercarriers); and BlueSky (@lettercarriers.bsky.social). We use YouTube (youtube.com/ThePostalRecord) to post NALC-made videos. The department also produces video and audio versions of the union's official podcast, "Fight Like Hell!" The staff uses short and long-form video, graphics, and other types of posts to spread NALC's message, educate letters carriers, and to generate enthusiasm among the rank and file for the union's agenda and activities. We also use social media to engage with the lawmakers and media stories that are particularly relevant to letter carrier issues.

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

For national conventions, the department produces the *Officers' Reports* book, the *Financial Reports* book and the *Pocket Guide*. It also works with video vendors during the convention to quickly isolate key events for posting to NALC's website as well as to its YouTube account.

When the convention is in session, the department writes and produces a daily summary, the *Convention Chronicle,* with department staffers covering the events—monitoring the proceedings, taking notes, writing articles, 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 of about 8,000 copies the next morning to delegates.

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 NALC branch represented at the event.

Department members also participate in training and developing the union's future leaders at the NALC Leadership Academy by explaining how to create effective branch publications and websites.

COST OF *THE POSTAL RECORD*

	4/22 to 3/24	4/24 to 3/26
Printing	$3,238,293	$3,200,690
Postage	$2,595,178	$3,167,018
Total	$5,833,472	$6,367,708
Number of issues	23	23

COST OF *NALC ACTIVIST*

	4/22 to 3/24	4/24 to 3/26
Printing	$7,521	$33,939
Postage*	--	--
Number of issues	2	6

COST OF *NALC BULLETIN*

	4/22 to 3/24	4/24 to 3/26
Printing	$135,297	$110,573
Postage	$396,590	$409,275
Total	$531,887	$519,848
Number of issues	26	28

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

RESEARCH DEPARTMENT

The NALC Research Department provides research and analysis to NALC's Office of the President, Executive Council and union staff. Holly Feldman-Wiencek joined the department in 2016 as a research assistant and has been NALC's research director since January 2023. Sean Crosbie joined the department in 2017 as a staff assistant for economic analysis.

Examples of Research Department work include analysis of quarterly and annual USPS financial reports; analysis of postal regulatory developments and filings; monitoring of USPS volumes by class of mail; support for collective bargaining; coordination of NALC's interest arbitration case and hired expert witnesses; analysis of city carrier craft demographics and workforce data; research on U.S. postal and parcel industry trends; evaluation of regulations and developments among international postal operators; and representation of NALC on postal industry panels and at postal conferences.

Since the 2024 biennial convention, the Research Department has worked on many matters on behalf of NALC members.

COLLECTIVE BARGAINING AND INTEREST ARBITRATION

The Research Department's preparations for a new round of collective bargaining begin far in advance of a contract's expiration. The department began this work for the current round in the fall of 2025, ahead of the May 2026 expiration. The department engages with collective bargaining in two ways: before bargaining opens, we provide initial research and insight into USPS finances and the labor market to give NALC leadership a detailed understanding the broader context in which they will bargain, and, during negotiations, we work in collaboration with NALC's attorneys to craft the case that the union will make in interest arbitration. While we never know before negotiations open if we will reach an impasse and go to interest arbitration, the department works these dual tracks to ensure we will be ready for arbitration if necessary.

Before contract negotiations begin, the department conducts preliminary research into the overall health of the economy, labor market trends, wages in the parcel and delivery market, and trends in USPS workforce data. This information is shared with the Office of the President and other NALC officers who will be at the bargaining table. During negotiations, the department is on call to provide any research or analysis as issues arise.

The department's focus during bargaining is preparing the case for interest arbitration. This work is comprehensive and meticulous and includes updating previous NALC presentation exhibits and analyses, developing new exhibits and identifying expert witnesses to support NALC's case. In this round of preparations, the department created exhibits on the economic conditions of the city carrier craft, comparisons of wages across the delivery industry, injury and illness rates among city carriers. The department also worked closely with outside experts on wage comparability, delivery industry employment trends, and workforce structure. The department worked with these experts to craft exhibits and testimony that will support NALC's case in interest arbitration should the parties reach impasse.

ANALYSIS OF USPS REPORTS

The department monitors USPS financial results, volumes, service performance and workforce data and provides analysis and context for the Office of the President. Examples of items the department analyzes include USPS product revenue and volume, workers' compensation accounting, the USPS balance sheet and monthly reports on

RESEARCH DEPARTMENT

employment and work hours. The department also monitors the usage of postal products and services through the annual USPS Household Diary Study, which documents the public's interaction with postal products and the postal network.

Relatedly, the department reviews what others write about the USPS financial results, including reports published by the Postal Regulatory Commission (PRC), the U.S. Postal Service Office of the Inspector General (USPS OIG) and industry groups.

Since the 2024 convention, the Postal Service's financial situation has declined. The department has provided analysis of this situation and possible future impacts to NALC officers and briefings to the executive council. This information is critical to understanding what is possible to achieve in collective bargaining and how best to protect city carrier jobs into the future.

COLA TRACKING, ANNUITY TABLES

The Research Department tracks the monthly changes in the consumer price index (CPI) and summarizes where the contract, retiree and Federal Employees' Compensation Act cost-of-living adjustments (COLAs) stand each month.

Every month, the department calculates the accumulation toward the next contract COLA, or in the case of the release of the January and July CPIs, the actual COLA amount to be paid per the National Agreement.

The department also maintains and updates the Civil Service Retirement System and the Federal Employees Retirement System annuity projection tables that are included in *The Postal Record* and on the NALC website. Past pay tables, COLA memos and annuity projections can be found on the NALC website.

ANALYSIS OF PRC AND USPS OIG REPORTS

The department analyzes and interprets reports and studies from the PRC, the USPS OIG and other independent bodies.

Department staff review and summarize reports and supporting materials available through PRC dockets. These reports include the PRC's financial analysis of USPS financial results and 10-K Statement, the PRC's Annual Compliance Determination and the PRC's Analysis of the Postal Service's Annual Performance Report and Performance Plan. The department also monitors other parties' filings with the PRC to determine if they may impact NALC.

At this time, NALC is closely monitoring a docket in which the USPS has petitioned the PRC to review the Market-Dominant ratemaking system. The PRC, which has the authority to determine the price cap for USPS's monopoly products (like First-Class Mail, Marketing Mail and Periodicals), opened a review of the current price cap earlier than scheduled due to the significant decline in letter volume and the Postal Service's resulting financial condition. The Postal Service has requested that the PRC remove the price cap from Market-Dominant products and give the agency authority to charge what it would like. The PRC and mailers are opposed to this request. The docket is currently open for review and comment.

The research staff also monitors research published by the USPS OIG and provides summaries and insights on reports relevant to NALC issues. Some reports of note in the last two years were: *The OIG's Oversight of the U.S. Postal Service's Delivering for America Plan*; *Grievance Management*; *The Financial History of the U.S. Postal Service*; *International Approaches to Adjusting the Universal Service Obligation*; *Increasing Costs in Workers' Compensation at the Postal Service*; *Benchmarking Hiring Strategies: Insights for the Postal Service's Pre-Career Hiring Practices*; *Projecting Mail Volume: Future Trends and Implications for the Postal Service*; *Pre-Career Retention Initiatives*; *A Comparative Study of International Postal Models*; *Analysis of Historical Mail Volume Trends*; and *Postal Service's Adverse Weather Condition Procedures*. The information gathered from these reports helps to inform union decisions and can provide useful evidence for our case in collective bargaining and interest arbitration.

NALC also provides input on reports produced about the USPS. In the past two years, the USPS OIG has reached out to NALC officers and staff seeking input on reports about possible options for USPS financial cost savings, how the Postal Service manages its grievances and payouts, expanding access to government services through the USPS network, and non-career retention.

INDUSTRY TRENDS

The Research Department also monitors major developments in the delivery industry and looks for trends that might impact the work of city carriers in the future.

The department tracks mail and parcel volumes to understand how the industry is changing. Since 2024, mail volume has continued to decline while parcel volume has increased industry-wide. However, because USPS has not seen parcel volume increases, this indicates that USPS is losing market share in the parcel delivery market.

This is largely due to the unceasing growth of Amazon's in-house delivery network, which now delivers more packages than any other delivery company in the country, including the USPS as of 2025. In May 2026, Amazon announced that it would be opening its delivery network to businesses who do not even sell on the Amazon marketplace, officially making the company a direct competitor for USPS customers. The department will continue to track Amazon's growth and its impact on the parcel market and delivery jobs.

Research staff have also been monitoring trends in universal service obligation (USO) changes worldwide, which have intensified since 2024. As letter volumes have declined due to the increase in electronic communication in the last two decades, post offices are no longer able to cover the cost of providing universal service. While the increase in parcel volumes in more recent years has helped to mitigate this crisis, there is private competition for the delivery of parcels, so post offices must compete with private companies for that business. All over the world, the loss of letter mail and the competition for parcels have left post offices struggling financially and unable to cover the cost of providing universal service.

Governments and post offices are responding to this situation by weakening their USOs. For example, in September 2025, Canada Post announced that it would be ending door delivery due to several years of financial losses. Other countries like France and Italy have reduced the number of days of delivery in certain parts of their respective countries, particularly in rural areas. And in December 2025, the Danish post office ceased delivery of all letters. As the Postal Service grapples with its own financial crisis, it will be informative to understand what has happened in other countries and how USO changes have been implemented and received.

LABOR AND THE ECONOMY

The Research Department also analyzes broader economic indicators, evaluates how these indicators may affect letter carriers and the labor movement and alerts union leadership about these findings. The department seeks to understand economic developments by analyzing a wide range of economic data.

The department explores the forces that affect working people, such as the declining real value of the minimum wage; income and wealth inequality; the gap between productivity and wages; employee compensation trends; and the latest trends in the labor market. We also analyze data related to union membership so that NALC may gain a better understanding of the state of unionized America and how NALC membership compares to that of the overall workforce.

The department also tracks the state of the economy as a whole, looking at various economic data, including the core CPI, CPI for delivery services and postage, gross domestic product, delivery worker employment data, ecommerce sales, labor costs and compensation and any other data involving the general labor market and the market for those employed in delivery capacities. This data is released on a monthly, quarterly or annual basis and provides NALC with snapshots of how these indicators are performing at a given moment and over the year. While these indicators are often incomplete ways to gauge the health of the economy for letter carriers, they provide NALC with a sense of how the economy might affect letter carriers and USPS.

REPRESENTING NALC AT CONFERENCES AND PANELS

The Research Department represents NALC internationally through UNI Global Union (the global federation of unions to which NALC is affiliated) and at various conferences, postal industry meetings, and on panels throughout the year. In addition, the department represents NALC on several AFL-CIO staff committees including the Affiliates Table on Digital Technology and Artificial Intelligence, the Affiliates Table on Clean Energy Jobs, and the Contract Campaign & Strike Hub.

Letter carrier and Research Department staff represent NALC at UNI Global Union and traveled to several informative conferences since the 2024 convention. Shortly after the 2024 convention, in September NALC staff traveled to the UNI Global Union headquarters in Nyon, Switzerland, to attend the annual meeting of the UNI Amazon Alliance. In September 2025, NALC staff virtually attended the UNI World Post & Logistics Conference which was being held in Bangkok, Thailand, and learned about the many struggles impacting other postal unions worldwide. The next month, staff traveled to Ottawa, Canada, to attend a UNI Post & Logistics meeting of postal unions from North and South America. NALC staff traveled to Berlin, Germany, in December to attend the 2025 UNI Amazon Alliance meeting. And, in May 2026, department staff traveled to UNI headquarters to attend a Universal Service Obligation conference and a meeting of global postal unions.

In April 2025, department staff attended the National Postal Forum in Nashville, TN, to learn about the Postal Service's future plans which were unclear at the time due to previous Postmaster General DeJoy's abrupt departure in March.

In August 2025, Holly Feldman-Wiencek attended the Strategic Labor Research Conference at UCLA to attend classes and trainings to gain new strategic research skills and strategies to apply at NALC.

THE POSTAL EMPLOYEES' RELIEF FUND (PERF)

The Postal Employees' Relief Fund (PERF) was created in 1990 to help carriers, clerks, and other active and retired postal employees rebuild after a major natural disaster.

PERF continues to serve the needs of active and retired postal employees, whose home, as a result of a major natural disaster, suffered substantial damage.

Over the 36 years that PERF has existed, it has provided grants to 4,768 postal employees and retirees, providing $23,069,200 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.

PERF receives many of its contributions through payroll deductions authorized by postal employees and other federal employees during the annual Combined Federal Campaign (CFC), although some individual and organizational donations are also received. As of June 4, 2026, the fund has a remaining balance of $1,799,046.83

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

Generous contributions from postal employees and other donors through the CFC have allowed the fund to maintain a stable base of resources. An inspired effort is needed this fall to continue PERF's work. Donations can be made safely with a credit card via PayPal by visiting postalrelief.com/donate or via check or money order made payable to PERF at: Postal Employees' Relief Fund, P.O. Box 41220, Fredericksburg, VA 22404-1220. For more information: call 202-408-1869, visit the PERF website at postalrelief.com, or send an email to perf10268@aol.com.

MUSCULAR DYSTROPHY ASSOCIATION (MDA)

Although MDA has changed its brand, NALC has not changed its commitment to helping “Deliver the Cure” for muscular dystrophy. We have been there since 1952 and will be there until the need has disappeared.

I want to thank all the branches that raised funds and awareness throughout the year. Although 10 branches are recognized each year, I know hundreds of other NALC locals make our national effort a success.

Letter carriers from almost every state have held or participated in activities such as golf tournaments, bowlathons, “muscle walks,” satchel drives, trivia contests, and letter-writing campaigns. These and other events make a critical difference. My message to you is to get involved and increase your current efforts. Appoint an MDA coordinator if your branch does not have one. Don’t be afraid; no action is too small; just get started and see the difference. Together, we can deliver a cure.

MDA activities build camaraderie among members, building a stronger union. Let’s do what we can to promote strength, independence, and life to MDA while showing the best of what we union members are: trusted and respected public servants.

Thanks to you, families served by MDA have a future with hope. Let’s keep up the great work and strive to Deliver the Cure. In 2024, NALC branches, state associations, auxiliaries and Headquarters raised **$1,125,912.18**. Below are the top winners in each branch category.

Since 1952, NALC has raised millions of dollars for the cause. Our members have also logged several volunteer hours to benefit MDA through camp programs, fundraisers, and more. In 2025, NALC branches, state associations, auxiliaries and Headquarters raised **$945,757.16**. Below are the top winners in each branch category.

Again, your extraordinary fundraising efforts is outstanding and greatly appreciated. Let’s make 2026 a million-dollar year!

Every year, the MDA Honor Roll is published in *The Postal Record*. It has been in the April or May issue for the past several years, along with a feature article relating to MDA. With our continued efforts, letter carriers and NALC hope to fulfill our commitment and one day truly “Deliver the Cure” for those with muscular dystrophy.

If you want your branch events to be shared on social media, please send them to mda@nalc.org, cdavidson@nalc.org, or social@nalc.org.

Please continue to send me copies of all items your branch sends to MDA so your branch gets the correct credit for the 2026 year. Please visit the 2026 NALC/MDA national donor page to see whether your branch has been registered to use for online donations: mda.donordrive.com/NALC2026. If your branch has not been registered, don’t hesitate to contact Tawny Saunders to assist your branch in registering. If you have any questions, contact Christina Vela Davidson at 202-662-2489 or mda@nalc.org, Saunders at 312-392-1100, or nalc@mdausa.org.

Mailing address for offline donations: Please use an allocation form when you mail in any offline gifts to Muscular Dystrophy Association, Inc.; Attn: NALC; P.O. Box 7410354; Chicago, IL 60674-0354.

2024

Category	Branch	Branch Name	Collected Amt
1	38	NEW JERSEY MERGED BRANCH #38	$ 51,558.28
2	82	PORTLAND, OREGON	$ 20,715.00
3	14	LOUISVILLE, KENTUCKY	$ 19,220.21
4	358	NORTHEASTERN NEW YORK BR 358	$ 16,650.00
5	116	SUMMIT CITY BRANCH 116	$ 19,214.36
6	284	ERIE, PENNSYLVANIA	$ 16,752.00
7	828	SOUTH CENTRAL INDIANA BRANCH	$ 14,020.02
8	63	EDWARD J ZINSMIESTER BR.63	$ 9,996.80
9	490	MANITOWOC, WISCONSIN	$ 12,780.00
10	295	ASTORIA-SEASIDE OREGON	$ 3,476.00

2025

Category	Branch	Branch Name	Collected Amt
1	38	NEW JERSEY MERGED BRANCH #38	$ 50,813.12
2	9	MINNEAPOLIS, MINNESOTA	$ 25,112.62
3	14	LOUISVILLE, KENTUCKY	$ 19,743.22
4	358	NORTHEASTERN NEW YORK BR 358	$ 10,554.83
5	116	SUMMIT CITY BRANCH 116	$ 26,241.83
6	284	ERIE, PENNSYLVANIA	$ 15,387.00
7	828	SOUTH CENTRAL INDIANA BRANCH	$ 18,005.19
8	63	EDWARD J ZINSMIESTER BR.63	$ 8,018.00
9	490	MANITOWOC, WISCONSIN	$ 15,291.00
10	463	LARAMIE, WYOMING	$ 1,149.00

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 65-year and 55-year members (since 2012); and the plaques are awarded on the members’ 70th and 75th anniversaries (since 1974). A number of 80-year plaques have also been awarded (since 2014).

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

The following presentations of life membership awards have been made since the Boston convention:

80-year plaques	20
75-year plaques	75
70-year plaques	251
65-year pins	770
60-year pins	1,267
55-year pins	4,799
50-year gold cards	1,179

STAMP OUT HUNGER FOOD DRIVE

Category	Branch	Branch Name	Region	State	Pounds Collected
1	24	LOS ANGELES, CALIFORNIA	1	CA	1,005,500
2	1091	CENTRAL FLORIDA LETTER CARRIERS	9	FL	649,120
3	458	OKLAHOMA CITY, OKLA-HOMA	4	OK	1,337,470
4	2008	CLEARWATER, FLORIDA	9	FL	1,501,767
5	826	PONCE, PUERTO RICO	15	PR	546,600
6	6156	SUN CITY, ARIZONA	4	AZ	265,693
7	763	COLUMBIA, MISSOURI	5	MO	673,118
8	906	SOUTHERN DELAWARE BRANCH 906	13	DE	331,635
9	621	BUTTE, MONTANA	2	MT	157,244
10	513	STAUNTON, VIRGINIA	13	VA	80,845
11	4132	LYNDEN, WASHINGTON	2	WA	21,277

On the second Saturday in May, letter carriers across the United States, Puerto Rico, the Virgin Islands, and Guam display concern, compassion and commitment to their postal customers—and to the communities in which they serve—by participating in the Letter Carriers' Stamp Out Hunger® Food Drive, the nation's largest one-day food collection effort.

The food drive is a simple idea brought to life. Letter carriers, with the help of postal employees and community volunteers, collect bags of nonperishable food placed near their mailboxes by residents and then deliver the nourishment to food banks and pantries in the local area.

Approximately 1 in 7 Americans, including millions of children, senior citizens and veterans, are unsure where their next meal will come from. The Stamp Out Hunger food drive helps to relieve shortages of food that local pantries experience when winter holiday donations are depleted and schools are closing for the summer, so the need for food grows.

Like nearly all aspects of our lives, the food drive was significantly impacted by the COVID-19 pandemic. Prior to the pandemic, with the help of volunteers and our partners, we collected more than 70 million pounds of food annually. We were unable to hold the food drive in 2020 and 2021 for health and safety reasons. Since returning to the in-person food drive in 2022, the total amount of food collected has been around half the amount collected annually prior to the pandemic.

In 2024, we continued building on more than a quarter century of delivering hope and help to those in need. With 50 percent of NALC branches and rural offices reporting, the nationwide total of collected food was approximately 36 million pounds. Local pantries received $392,738.20 in cash donations, raising the total to 40 million pounds.

The 2025 Letter Carriers' Stamp Out Hunger Food Drive brought in 48,104,028 pounds of food, an increase of more than 4 million pounds of food from 2024. This incredible outcome made a meaningful difference for families and communities nationwide.

While the totals are still being tallied for 2026 as numerous branches have yet to report, preliminary numbers stand around 36 million pounds.

The annual food drive wouldn't be possible without the support of our national partners: the U.S. Postal Service, the United Food and Commercial Workers International Union (UFCW), the National Rural Letter Carriers' Association (NRLCA), RR Donnelley, United Way Worldwide, the AFL-CIO, Valpak, Nutri-Grain and CVS Health.

In the quarter century since it began, the Letter Carriers' Stamp Out Hunger food drive has resulted in nearly 2 billion pounds of food collected, replenishing food shelves in thousands of community food banks nationwide and helping countless Americans when they needed it most.

While times continue to challenge us on many fronts, our combined efforts and actions continue to make a difference by improving lives and uplifting communities.

PRESIDENTIAL RULINGS

Members can find the presidential rulings in the *Officers' Reports* book distributed at the NALC convention in Los Angeles or on the August *Postal Record* page at nalc.org.

HEROES OF THE YEAR (2025)

Every day, letter carriers are on the streets in every neighborhood of every city in every state. Every day, the very nature of their jobs puts them in constant contact with the public. They are, in fact, perhaps the last public servants to make regular rounds and come into daily contact with the customers on their routes.

As a result, there are many times when letter carriers are first to arrive at the scene of a crisis, an accident, a disaster, a crime—and the first to offer assistance. Or perhaps because of their daily vigilance, a community problem such as a child without shoes, increasing substance abuse among neighborhood youth, families without food or fuel, a lonely senior citizen who needs cheering up—is recognized and action is taken to provide solutions.

To recognize these letter carriers, NALC established the Heroes of the Year Awards in 1974 to pay public tribute to outstanding letter carriers who, ignoring dangers to themselves, perform selfless and heroic acts to rescue those at risk of losing their lives.

In 1978, a second category—Humanitarian of the Year—was initiated to honor letter carriers for significant, sustained personal contributions to a worthy cause.

Independent judges—representing the labor community and community service organizations review items published in *The Postal Record's* "Proud to Serve" column to determine the winners.

"These letter carriers delivered courage, astute thinking and care when it mattered most," NALC President Brian L. Renfroe said. "Their actions remind us that heroes are often right in our own neighborhoods."

On duty or off, letter carrier heroes generously deliver that "extra service" to the American public every day, and in doing so they proudly carry on a great tradition of delivering for America, six days a week.

NATIONAL HERO OF THE YEAR

CHRISTOPHER PEREZ OF WESTCHESTER MGD., NY BRANCH 693

Christopher Perez, a four-year letter carrier, had just finished one section of his route in Yorktown Heights, NY, on March 28 when he saw a white plume of smoke coming from an area he had just delivered to. At first, the Westchester Merged Branch 693 letter carrier thought that maybe someone was putting leaves in a fire pit, but when the smoke turned black, he realized that burning leaves is not allowed in this development.

He got in his truck and drove back to the area, where he saw several neighbors gathered. This was a 55-plus senior community, so they had canes and walkers and were unable to do much when it came to the fire.

Perez first ran around the four-unit building, knocking on everyone's doors to make sure that they knew about the fire and were getting out. No one came out of one of the units, but he knew, or thought he knew, that the customer who owned the unit normally went to Florida in the winter. But the neighbors informed him that they had seen a man in the unit. Perez walked to the back of the building and saw the man come out onto the second-floor balcony in the back of the house.

"I'm telling the gentleman, 'Hey, I don't know if you know, but the house is on fire. You need to get out of the house,' " Perez recounted. "He looked at me and goes, 'Oh, I gotta get my keys and my phone.' And I'm like, 'OK, you better hurry up. You better hurry up. Come on, get out of the house.' "

Within minutes, the house was starting to go up in flames. "So, now I'm getting pretty antsy," Perez said. "I'm like, 'Dude, you really gotta get out of there, sir.' He kept saying that he can't find his keys. He kept continuing to go in and out of the house. I'm thinking, 'You know what? I'm going to go to the front door, kick in the door and bring him out, and that'll be the end of the story.' "

Little did Perez know that he wouldn't be able to get within 20 feet of the front door because it was covered in flames. "At the time, I had a big beard that went down to, like, the middle of my chest," he said, "and when I ran to the front where the fire was at, it literally curled my beard on my face. Now that plan is completely out, because there's no way I'm running through a door that's completely engulfed in flames."

The carrier kept his cool and figured out his next steps.

"The flames at this time were at least 20 feet high," Perez recalled. "I'm like, 'My God, this guy's not going to be able to get out, and the only way he's going to be able to get out is if he jumps.' "

He continued: "So, I run to the back, and I'm like, 'Sir, listen, there's no way you can get out this front door. Can you please jump? If you jump, I'll catch you somehow. We're both going to get hurt, but I can guarantee you that's probably going to be the best-case scenario, because you will die if you stay in this house.' He was like, 'No, I'm not jumping.' "

The man was in his 50s, and Perez remembered him saying that he couldn't "afford" to jump due to the possible effects it could have on his body. Despite the man's refusal to comply, Perez knew he had to do something.

"It was like a fight-or-flight situation, and I chose to fight," Perez said.

He decided to move his truck underneath the balcony. He climbed up on the hood, then on the roof, then climbed over the banister. He made his way into the house and found the man in the kitchen, still looking for his keys and phone.

"I was like, 'Forget about your keys and your phone. That's replaceable, but you are not,' " Perez said. "Then, I dragged him and pulled him out the door. He did not want to put his leg over the banister. I don't blame him when you're at a certain age—you're not trying to go over no banister—but at that point, I'm like, 'Dude, it's do or die now. We've got to go.' "

To urge him to jump, Perez said, " 'I have a family, and I've got to make it home to them, and there's no way that I can go home to my family and say that I left you behind. So, we both have to go,' and he just looked me in my eye and said, 'Fine.' "

Finally agreeing to leave the building, the man let Perez help him over the banister and onto the truck.

Although the building was severely damaged, none of the residents sustained any serious injuries. After being demolished, the building is now in the process of being rebuilt.

Perez often helps out elderly customers in need on his route. On one occasion he performed CPR, bringing back his customer. Even as Perez was being interviewed by The Postal Record about the fire story, a customer with dementia suddenly collapsed in the street.

"I put him on my back, and I piggybacked him up the little flight of stairs in the front of his house then brought him into his wife," Perez said.

The carrier has received some media attention for his actions, but he's brushed off any praise. "I feel like it's something that anyone would do, you know?" he told News 12 New York.

EASTERN REGION HERO

KYLE QUILLEN OF CAMDEN, NJ MGD. BRANCH 540

On April 23, Kyle Quillen, a one-year letter carrier, was on his route in Cherry Hill, NJ, turning from one street to the next when he smelled smoke.

When the Camden Merged Branch 540 member turned his head back, he said he saw "a plume of smoke coming from the house." Quillen called 911 and ran back to the house, which he had delivered to earlier, and saw that it was now engulfed in flames. He knocked on the door, then turned to knock on the neighbors' doors—but as he turned the corner, he saw a woman, a baby and a dog all on the side porch. The woman was "petrified" by the fire when he found her, the carrier added.

"I ask her just to hand off the baby to me, but she's worried about the dog getting loose, so I grab the dog [with a makeshift leash made out of his Arrow Key chain], I bring him out and I give him off to a neighbor," Quillen said. "Now she [the woman] is in the back yard trying to go out through the back gate, but the fire's moving pretty quick. So, as I made contact with her, I grabbed the baby and tucked him into my shoulder, and we ran past the fire, and I got them both out of the back yard, past the fire of the house."

About two minutes after Quillen helped everyone out, the fire department arrived. Firefighters were able to put out the two-alarm fire, but the house has been razed and has been vacant since. The woman and child were checked out for smoke inhalation at a nearby hospital.

After talking to the fire officials, Quillen went on with the rest of his route.

"I was just completely happy that the only thing that was lost was the house, and nobody's life was lost," Quillen said. "Nobody lost their pet. It was a good feeling."

CENTRAL REGION HERO

SYDNEY BILLINGSLEY OF DAYTON, OH BRANCH 182

Sydney Billingsley, a Dayton, OH Branch 182 member, was delivering her route on June 28 when she heard a man screaming for help along with dogs barking. Initially, the four-year letter carrier was unsure whether she was hearing correctly, but quickly realized she was, so she approached the house. She asked the man whether there were any dangerous dogs, and he said there were not.

When she entered the house, she found him lying in a pool of blood, having been shot eight times.

"I used to be a firefighter, so I'm no stranger to danger," Billingsley said. "It was just an instinct. I just saw a man call for help, and I have some medical experience."

She called 911 and used towels she found in the house to apply pressure to his wounds.

"I was lying across this man's body," Billingsley said. "I had my right arm over the top few wounds … and then I had my left hand pressing on his left thigh."

The ambulance came in about five to 10 minutes, while the carrier stayed on the phone with the 911 operator and asked the man questions.

"I knew exactly what to do: put pressure, keep him conscious and talk to 911 thoroughly," Billingsley said.

The man survived the shooting, but after being released from the hospital, he was taken to rehab due to the loss of feeling in his legs. "The person who heard the male calling for help and ultimately called 911 likely saved the victim's life by getting him the medical attention he needed in a timely manner," Dayton Police Sgt. Andrew Zecchini told the Dayton Daily News.

The Dayton police investigation led them to a suspect who, as of July 11, was facing two counts of felonious assault and one count of aggravated robbery.

EASTERN REGION HERO

JAIRO LOPEZ OF OKLAHOMA CITY, OK BRANCH 458

Heavy smoke coming from a customer's trailer windows and loud smoke alarms alerted Jairo Lopez to a possible fire as he was working his Midwest City, OK route on March 13. The Oklahoma City Branch 458 member had worked on his current route for about two years and knew that an elderly woman who was deaf lived there and that she wouldn't have been able to hear the alarms.

The eight-year letter carrier knocked on the door and tried to open it along with the windows, but it was to no avail. So, he searched for help.

"I drove around to the other street where I had seen some maintenance workers," Lopez said. "I notified a maintenance worker, and he drove with me back to the lady's house."

The maintenance worker had a spare key to the woman's home, so they went into the trailer together. They found the woman toward the back of the trailer. She was unaware of the fire, because she didn't hear the alarms or see a sign of the fire and when Lopez reached her, she was "unconscious or asleep." Lopez said, "We took her out," explaining that they lifted her "shoulder to shoulder" and carried her outside.

The fire was minor and resulted from a faulty wire in the oven. It was contained in time, leaving only smoke damage. The woman was fine afterward and hadn't sustained any injuries. Lopez has seen the customer on several occasions since, and she often greets him when he is delivering mail.

Lopez never told anyone about the incident. His actions became known only after the property manager informed the post office about the carrier's good deeds. "If I can help out, I'll help out," he said. "I'm not really a person that likes attention."

HUMANITARIAN OF THE YEAR

MEAGAN MURRAY OF WATERLOO, IA BRANCH 512

In late September 2024, Meagan Murray, a carrier in New Hampton, IA, drove up to where she was going to park to start her next loop, but as soon as she pulled in, the Waterloo Branch 512 member saw smoke coming from a house. She called 911 and started walking to the door. Knowing that an elderly woman lived in the house and usually was home at that time of day, Murray banged on the doors trying "to see if she was in there, even," she said.

She tried multiple doors and there was no answer, so the carrier moved onto windows. At this point Murray said, "smoke was, like, really coming out all through the roof and the foundation." She knocked on a few windows, then she said she "tried one more time and then the lady finally knocked back from the inside in the window."

She went to the doors to see if she could open them, but they were all locked. "I have no idea if it was adrenaline or what, but I just was, like, banging on the door, like, wiggling the doorknob as much as I could," Murray, a three-year letter carrier, said. "Jerking it, pushing it. I don't know if it was God or what, but I got it."

Murray walked into the smoke-filled house and spotted the soot-covered resident.

The carrier reached out to the woman, and helped her out of the house to safety, comforting her until her family arrived.

As it turns out, the homeowner had just returned home from an errand and started the stove. A few minutes later, she heard a "pop" in the basement and then started to smell and see smoke. She couldn't get the door between the kitchen and garage open, so she instead made her way to the living room door. She had begun banging on the window when she spotted Murray.

A fire department investigation found that the electrical cord of a dehumidifier in the basement was likely the source of the fire, so luckily the resident wasn't touched by flames. The letter carrier has seen the resident since, and she seemed OK.

"If you drive by the house, you wouldn't think anything had happened," the fire chief told the New Hampton Tribune, "but there's pretty serious damage. If you think about it, when you have a fire in a basement, it's going to cause damage to the floor joists for the first floor." The home was deemed a total loss, but the resident is still living in the same neighborhood while she waits for it to be rebuilt.

HONORABLE ACT

ALEXANDER SKOMRA OF BUFFALO-WESTERN NEW YORK BRANCH 3

Over the summer, Buffalo-Western New York Branch 3 member Alexander Skomra visited Philadelphia, PA, and happened upon a fire station that was giving away free Narcan, a medicine that reverses an opioid overdose. Thinking that he would never know when it might come in handy, the carrier picked up some. On Oct. 15, only his third day carrying mail alone, his decision ended up saving a customer's life.

Skomra had missed a delivery and went back to put it in the mailbox when a man came up to him asking if he happened to have Narcan. Remembering the Narcan he had in his bag, Skomra retrieved it from his truck.

They went to the living room of the apartment where a woman appeared to be overdosing. When Skomra arrived, the woman was making "this awful breathing noise," he said. Skomra administered the Narcan to the woman by nose.

"Within a couple minutes, she was fine," Skomra said. "She, like, came around and could answer questions and stuff. Before that, you could just see her eyes moving."

"I was glad I was there," Skomra said. "I should have already had left that area. It was kind of weird that it happened in a way for me to be able to be there to help."

TIFFANY MCCARTY OF WICHITA, KS BRANCH 201

Tiffany McCarty, a two-year letter carrier in Wichita, KS, was delivering mail on Feb. 26 at 10 a.m. when a young woman suddenly ran across the street toward her. She yelled to the Branch 201 letter carrier, "He's going to kill me!" and asked her to call 911.

"She was so scared and crying," McCarty said. "She was hysterical. ... She was only 21. ... I felt like I had to do something right then."

To hide her, McCarty had her sit on her LLV steps, which were facing away from the house she had run out of. As McCarty was calling 911, she saw the man whom the young woman was running from emerge from a nearby house. He had a gun raised just enough for McCarty to see it. After spotting the gun, McCarty crouched down on the floor of the LLV between a tray and her seat. The man looked around, seeing the mail truck, but did not notice her, so he went back inside the home.

"I was scared for her. I'm a mom, so I can only imagine [her] being one of my daughters," McCarty said. She added that she didn't feel scared for herself and felt as if she was "a bulletproof vest for [the young woman]."

An emergency response team arrived in about 10 to 15 minutes. After McCarty spoke with them, she returned to her route.

Following the incident, she was still delivering mail to the assailant's house, which made her worry something would happen to her on her route.

"I was nervous for the simple fact that I was still on that route, and I wasn't sure if he would find out that the postal worker said something, you know?" McCarty said.

A few days after the incident McCarty found out from a police report that the man had been arrested for aggravated robbery. He had stolen toiletries, a charger, a debit card and a few other items from her. McCarty is unsure of what has become of the assailant, but she is now working at a different station.

THE VIGILANT AWARD

THEODORE "THEO" MAY OF BUFFALO-WESTERN NEW YORK BRANCH 3

Theodore May was walking his route on Oct. 21 when the Buffalo-Western New York Branch 3 member came across a child walking down the middle of a side street near the busy Main Street in Buffalo. The carrier had just gotten out of his truck when the boy's cries coming from the street alerted him that something was amiss.

"I was shocked," the three-year letter carrier recalled. "You see a 3-year-old, you're not thinking he's unsupervised. ... It was just him in the road, ... so I was kind of in shock for a minute."

May knew there was a day care facility about half a mile away because it is part of his delivery route. May stayed with the child while a nearby resident called the business. The day care was unaware of the boy being missing, although May estimated that he had been gone for at least 10 minutes.

Concerned about the day care's loss of the boy, May reported the day care to the Office of Children and Family Services, the agency responsible for childcare in New York state. "I just want to make sure this doesn't happen again to a kid," May said.

Reflecting on the incident, May remembered that there wasn't anyone around, saying, "If it weren't for me, he probably would have been gone."

RAFAEL POZO OF ARLINGTON HEIGHTS, IL BRANCH 2810

Smoke coming from a garbage truck alerted Arlington Heights, IL Branch 2810 member Rafael Pozo of a fire as he was delivering his route on the afternoon of Dec. 6, 2024. The 13-year letter carrier saw the driver get out of the truck and attempt to put out the flames with a small fire extinguisher, but the fire had already reached about 15 feet high, so it was of little use.

After making sure that the driver was all right, Pozo called 911. Worried about the children who were leaving school for the day and going onto the residential street where the fire was raging, Pozo warned students and administrators.

Within minutes, firefighters arrived. They had only started setting up to fight the fire when the blaze reached the compressed natural gas the truck ran on, causing it to explode. Shrapnel "flew everywhere, injuring three of the emergency responders, including a firefighter whose leg was hit with shrapnel.

"Those guys are the heroes in this situation," Pozo said of the emergency responders.

One teacher was about to drive up to her house when Pozo warned her, and she was able to avoid the shrapnel from the explosion.

"She would have been standing in her living room when the truck exploded," Pozo said. "Shrapnel flew through her living room window, destroying the interior of her house. She says that I saved her life."

The shock wave from the explosion caused substantial property damage in the immediate area. Sections of roof and siding were blown off onto nearby houses and windows were shattered. Parts of the truck were found several blocks away.

Although Pozo was far enough away from the explosion to avoid getting hit with shrapnel, he said, "My ears were definitely ringing for a couple of days after that," due to the extremely loud noise that came with the explosion.

This wasn't the last time this happened. Exactly six months later, on June 6 around the same time of day and in the same part of his route, Pozo again called 911 about a garbage truck that was on fire. There were hundreds of kids outside for their end-of-the-school-year party. Pozo described the situation as being a lot "scarier," so he made sure to warn them of the fire.

"If that thing blows up, you're talking about dozens of kids getting hurt," he said. "I was worried that it was going to fall on one of the kids."

This time the driver avoided the explosion by dumping the truck load onto the pavement, preventing the fire from reaching the natural gas.

The fire department determined that the fires had been caused by a lithium battery, which are not supposed to be disposed of in the regular pickup due to their tendency to ignite if damaged or crushed.

VETERANS GROUP

The NALC Veterans Group was created in 2015 to provide access to information and tools specific to veterans' rights and benefits within the Postal Service. It seeks to give all NALC military veterans—active and retired letter carriers the resources, information, and a sense of camaraderie. Veterans of the U.S. Armed Forces comprise almost a quarter of the membership of the National Association of Letter Carriers—active NALC members as well as retired members.

These veterans traded their military uniforms for letter carrier uniforms, and they continue to serve their communities and this great nation. Gratitude is often expressed in words such as "thank you," but it's rarely followed up with tangible expressions.

The creation of the NALC Veterans Group is intended to be something tangible and valuable. Since 2015, our group has been growing steadily, and now we can say we have over 20,000 veterans in our Veterans Group and counting.

The Veterans Group will provide the ability to connect with fellow NALC veterans and stay informed on issues of importance to letter carrier veterans. Members receive a pin as a symbol of gratitude for their military service. Members also are recognized in the November Postal Record every year. Members can also purchase Veteran Group memorabilia from the NALC online store. Upon request, a physical *Veterans Guide* can be mailed to you; however, you can go to the NALC website and read the flipbook version.

If you are interested in joining the group, please go to nalc.org/veterans. You may also complete the sign-up card in each issue of *The Postal Record* and return it to NALC Veterans Group, National Association of Letter Carriers, 100 Indiana Ave. NW, Washington, DC 20001-2144.

COMBINED FEDERAL CAMPAIGN

The National Association of Letter Carriers has long been an enthusiastic supporter of the Combined Federal Campaign (CFC), which is designed to allow postal and federal government employees the ability to make charitable donations through payroll deduction.

Pledges made by donors during the campaign season support eligible non-profit organizations chosen by the donor. Postal and federal government employees can choose the charity or group of charities they want to support from a list of more than 2,000 eligible charities.

NALC is directly involved in two charities:

- **The Muscular Dystrophy Association (MDA, CFC No. 10561)** is NALC's only official charity. It is the world's leading non-profit health organization sponsoring research into the causes of and effective treatments for neuromuscular diseases. MDA research grants support about 150 research projects worldwide, as well as camps and activities for children who have one of these diseases.
- **United Way Worldwide (CFC No. 11188)** is the leadership and support organization for the network of nearly 1,800 community-based United Ways in 40 countries and territories. The United Way's focus is creating community-based and community-led solutions that strengthen the cornerstones for a good quality of life: education, financial stability and health.

In 2023, charities covered by CFC pledged a total of $2,803,536 from postal employees, including 2,134 hours of time spent by employees volunteering for the campaign, which equated to $46,843 in cash donations, bringing the overall total donations to $2,850,379.

During the 2024 campaign, postal employees pledged a total of $2,672,421 in monetary donations, including 2,187 hours of volunteer time, which equated to $51,012 in cash donations, bringing the overall total donations to $2,723,433.

In 2025, charities covered by CFC pledged a total of $1,894,741 from postal employees, including 2,745 hours of volunteer time, which equated to $96,805 in cash donations, bringing the overall total donations to $1,991,546.

As of March 4, 2026, the CFC Charity Portal has been decommissioned and is offline. The future of the Combined Federal Campaign is uncertain.

NALC UNIVERSITY

Since 2024, NALC has been working on the creation of an online learning system, NALC University (NALCU), to help deliver training to members around the country. As a union, NALC has done an excellent job educating union representatives how to enforce the contract and the proper way to use the grievance procedure to enforce letter carriers' rights on the workroom floor.

Historically, this training has been presented in an in-person class at events like national and state conventions, national and regional rap sessions, and training events held at all levels of the union. The intent of NALCU is to augment, not replace, the in-person classes that so many members have attended over the years. NALCU includes training which is designed to fill in the gaps between what members can learn from a live class and what information that was not covered during a training session. The learning modules available at NALCU can also act as a refresher for union representatives who wish to review an issue they are currently dealing with on the workroom floor. NALCU can also help those members who may not be able to attend an in-person class, but still have a desire to learn.

The classes available at NALC University cover four main categories and include multiple modules within each one. These categories include:

- National Agreement modules, which explain the articles of the contract. Some are covered in multiple modules.
- How to Grieve modules, which explain how to take the contractual language and file a successful grievance.
- Grievance Procedure modules, which explain how a steward can use the grievance-arbitration process effectively.
- General Education modules, which include other subjects a shop steward may need to be effective in their job.

When it was launched, NALCU included 10 learning modules with each category represented. Beginning July 1, 2026, NALC began adding two new modules to NALCU every two weeks.

The design and launch of NALCU was completed in conjunction with Vocalmeet, a company that helps organizations like NALC build online education programs. As NALCU continues to grow and additional modules are created, Vocalmeet will provide ongoing support by hosting the platform members use to access the material.

To access NALCU and begin taking classes, members will need to log into the Members Only portal on the NALC website. After logging in, the link to NALCU is found in the Members Menu. Restricting access to NALCU via the Members Only page ensures that these modules are only available to active and retired letter carriers who are dues-paying members.

INFORMAL STEP A TRAINING

In addition to the development of NALCU, NALC has created a standardized Informal Step A Training program designed to be delivered in person. The modules created for this program vary in length from 15 to 60 minutes and cover a variety of subjects NALC members and union representatives will find helpful.

The Informal Step A Training is designed for 50 participants per class and will include both large- and small-group instruction. The goal of the program is to give brand-new stewards the foundation they need to successfully uphold the National Agreement and to file grievances on issues common on the workroom floor.

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The training will take the participants with little to no understanding of rights as shop stewards or the grievance procedure through all of the aspects of the Informal Step A level to the point of appealing the grievance to Formal Step A.

This weeklong class includes modules which are currently available on NALCU or will be added in the future. During this class, shop stewards learn a variety of subject to help them in their role as a union representative. These subjects include the following:

- Structure of the NALC
- Roles of a shop steward
- NALC resources for shop stewards
- How to fill out PS Form 8190
- Ethical decision making
- Incident dates
- Effective statements and interviews
- The burden of proof
- Bargaining in good faith
- Remedies and settlements

The class also includes hands-on exercises include how to grieve the following issues:

- Attendance-related discipline
- Management's use of an office projection tool to determine a letter carrier's workload
- Overtime-related violations
- Management's denial of light duty
- Management's failure to perform a special route inspection (271.g)

At the end of the class, shop stewards have the opportunity to investigate and present a grievance at Informal Step A.

The in-person Informal Step A Training classes began in March 2026, with additional classes scheduled for 2026 and 2027. The cost for this training is covered by the local branch or shop steward attendee.

All of the materials available in NALCU and presented during the Informal Step A Training program were created by NALC members from around the country and include the following people:

- Doug Lape—special assistant to the president, NALC HQ, Cincinnati, OH

Branch 43

- Jazmin Correa—assistant to the president for CAU, NALC HQ, Lancaster, CA Branch 4430
- Jason Atchley—regional administrative assistant, Region 8, Decatur, AL Branch 1314
- Amie Gallo—regional grievance assistant, Region 2, Salt Lake City, UT Branch 111
- Anna Mudd—regional grievance assistant, Region 6, Louisville, KY Branch 14
- Mandy Hankins—regional grievance assistant, Region 6, Flint, MI Branch 256
- Josh Leeking—regional grievance assistant, Region 12, Lancaster, PA Branch 273
- Kate Drass—president of Huntsville, AL Branch 462
- Chris Williams—president of Newport, KY Branch 374
- Jennifer Nolf—vice president of Huntsville, AL Branch 462
- Jade McBride—vice president of Olympia, WA Branch 351

Each member of this team brings a different perspective based on their experience representing members at every level of the grievance-arbitration process. This group continues to develop modules for inclusion in NALCU and the Informal Step A Training program.

EMERGENCY RESPONSE TEAM (ERT)

As an additional way to help letter carriers in crisis, NALC created the Emergency Response Team (ERT). When there is a critical incident that has happened at a station or affecting a member in the station, NALC's ERT is ready to help members in need. Convened in the spring of 2024, the ERT has quickly proven its necessity by responding to post offices where carriers have experienced trauma.

The ERT responds swiftly to stations where carriers are dealing with the aftermath of a traumatic event, such as a colleague's death or serious injury. Some are victims of crime; others have died or suffered injury from other causes. Each event left a group of co-workers who may need help coping with the emotional burden.

ERT members are letter carriers, at least two from each of NALC's 15 regions, with special training on how to respond to trauma. Team members are trained in peer-to-peer individual and group crisis intervention. The focus of crisis intervention is to provide rapid emotional support, information and guidance as the affected individual navigates through the initial days after the event. Peer support has become the standard of care for many occupational communities, such as first responders and medical providers. When necessary, ERT members will refer their brothers and sisters to additional services or licensed professionals.

When they arrive, the ERT members provide peer-to-peer support by talking to carriers on the workroom floor or, if requested by a carrier, in private. They are also available to talk to family members of the affected carriers. Their role is to provide emotional first aid and guide them toward the available resources to get additional help, depending on their needs. These resources include the USPS Employee Assistance Program (EAP), the Office of Workers' Compensation Programs (OWCP), the NALC Mutual Benefit Association (MBA), the Federal Employees' Group Life Insurance (FEGLI), the Federal Employees Retirement System (FERS), and employees' specific health plans.

Before joining the ERT, each team member is trained and certified by the International Critical Incident Stress Foundation (ICISF), a leader in providing training on comprehensive crisis intervention and disaster behavioral health services to emergency responders and other professions. The training focuses on how to meet the immediate emotional needs of anyone who experiences trauma. The weeklong training sessions provide team members with tools to deal with a wide range of emotions, uncertainty and sensitive circumstances that may arise after a traumatic event. They connect with members in a deeper way, one that transcends the usual contractual role.

The first 29 ERT members attended training March 3-8, 2024, led by Dr. Jeffrey M. Lating of the ICISF, who taught them how to offer peer-to-peer support with critical events, such as deaths and life-altering injuries. In addition, NALC officers and staff provided the team members with information about the postal-specific resources for responding to members in crisis.

To request ERT assistance when there is a critical incident at a station or traumatic event affecting a member, the local branch president or the national business agent alerts Director of Safety and Health Manuel L. Peralta Jr. at NALC Headquarters. Once notice is received, Peralta, Assistant Secretary-Treasurer Mack Julion, and the Headquarters ERT team coordinate the selection of the team members to be deployed; arrange for their travel authorization, contact information and a briefing on the event; and provide notice to the Postal Service that our team will be visiting the work site. They select ERT members to deploy based on who is available nearby and the typical deployment consists of two team members and lasts two days. Since the purpose is to meet the immediate needs of carriers, the program is organized to respond quickly. A team is usually assembled and ready to go within a couple of hours after the call for help comes in.

While the ERT members are normally in a station for two to three days, they can ask for more time if needed. Once the team members are done talking to the letter carriers at the station, they come back and do a debriefing with each other. That way, they get a more complete view of what is going on and can relay that information to Headquarters.

With the overwhelming success of the program over the last two years, NALC has tripled the number of ERT trained members. After four intensive training sessions, there are now 92 trained ERT members across the country, ready to respond quickly. Since March 2024, the ERT has responded to more than 170 deployments to all 15 of NALC's regions. If your post office experiences a traumatic event, NALC members can reach out to the ERT through their branch president or by contacting their national business agent's office.

WORKERS' COMPENSATION DEPARTMENT

NALC's Workers' Compensation Department—headed by Coby Jones, assistant to the president for workers' compensation, and under the direction of Director of Retired Members Dan Toth—provides information and advice to the membership on the Federal Employees' Compensation Act (FECA) and its administration by the Office of Workers' Compensation Programs (OWCP).

Dealing with injury claims and OWCP has always been frustrating for our injured members as they try to navigate through the bureaucratic requirements of OWCP in order to get their clams accepted and to get their medical treatment and lost wages covered. While OWCP has worked with the NALC in recent years to institute a number of procedure and policy changes that have benefited injured workers by making the program more accessible and transparent, all that has changed under the new administration and the process has again become less friendly and more difficult to navigate.

The NALC's goal is to provide OWCP representation to NALC members at every level of the organization. Eleven full-time regional workers' compensation assistants (RWCAs) assist national business agents (NBAs) and branch officers with OWCP claims and other FECA-related matters. RWCAs provide training at the national, regional, state, and local levels. Branch officers should contact their NBA office to request RWCA assistance.

The department will also represent members who file appeals with the Labor Department's Employees' Compensation Appeals Board (ECAB). NALC members who are contemplating an ECAB appeal should contact the compensation office at NALC Headquarters for assistance.

The Workers' Compensation Department provides information and advice to the membership through *The Postal Record*, *The NALC Activist*, the "Injured on the Job" section of the NALC website and national convention workshops. The department also furnishes 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 the *National Agreement*.

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 help every injured worker by enforcing strict compliance. The Workers' Compensation Department also assists the CAU with the USPS handbook and manual changes and postal programs to ensure that they are in compliance with the FECA.

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

LEADERSHIP ACADEMY

Founded in 2005 by President Emeritus Bill Young and then-Executive Vice President Jim Williams, 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 those that are surely ahead. Since the Chicago convention in 2022, the Academy has graduated Classes 29, 30 and 31. There are more than 900 graduates since its inception.

Interest in the Academy has remained high. Each year, hundreds of NALC activists apply for one of the 30 slots available in each class. Most encouraging is how closely the demographics of the applicants reflect those of NALC as a whole. As was reported in a previous report, 35 percent of the applicants were female and 45 percent came into the Service as city carrier assistants, the applicants came from branches of fewer than 20 members to those with more than 7,000, and from members with barely a year in the Postal Service to those with more than 33. More than 45 percent were applying for the first time, while dozens were seeking admission for the sixth, seventh or eighth time. This is promising on many levels. It shows that there's a high interest among newer members in becoming of greater service to the union. It also shows that in spite of not being selected in previous attempts, many continue to reapply each year, showing that they are determined and not easily discouraged, both characteristics of a good leader.

Admission to the Academy begins with the completion of a written application form available on the NALC website during the application acceptance period. Applicants must be endorsed by a union leader who commits to being their mentor throughout the Leadership Academy experience and provides them with additional learning opportunities. It's an extremely difficult job to select only 30 students for each class from among the many qualified applicants.

The rivers of NALC talent and dedication continue to run deep, as evidenced by the high quality of each new Leadership Academy class. At least 28 state presidents, 28 regional administrative assistants, 11 Headquarters staff members, three full-time advocates, eight regional workers' compensation assistants, six regional office assistants, 11 regional grievance assistants, five legislative and political organizers, 12 national business agents and five resident national officers are graduates of the Academy. Additionally, Academy graduates have been elected to leadership positions in their local branches, small and large, with many becoming full-time union officers. Just as important: Hundreds of graduates have gone on to serve NALC in various other capacities. These include as arbitration advocates, Dispute Resolution Team members, Office of Workers' Compensation Programs representatives, shop stewards, route adjustment team members, and Carrier Academy instructors, as well as food drive, MDA and community service coordinators.

The commitment to working hard and helping others seen in each successive leadership class is always encouraging. If this is any indication of the future of NALC, the union has a bright future ahead of us.

NATIONAL-LEVEL ARBITRATION DECISIONS

1. Case No. 4B19N-4B-C 23120456 (Non-Payment of Wages)—The issue in this national-level arbitration was whether USPS violated the *National Agreement* by failing to reimburse employees whose direct deposit pay was stolen by criminals who had obtained unauthorized access to the employees' accounts on USPS's LiteBlue system and had rerouted the employees' direct deposit payments. The case was heard by Arbitrator Dennis Nolan in January 2024. In September 2024, Arbitrator Nolan issued an award finding that NALC failed to prove that USPS violated the *National Agreement* by not reimbursing the employees for their stolen wages.

2. Case No. 4J19N-4J-C 24032223 (NACI)—The issues in this national-level arbitration were (1) whether a grievance challenging the removal of an employee based on an unfavorable NACI background check report is arbitrable if the employee already completed probation when the report issued, and (2) if such a grievance is arbitrable, whether USPS has to prove that it had just cause for the removal. The case, initiated by APWU, and joined by NALC and two other postal unions, was heard by Arbitrator Margo Newman in December 2024. In June 2025, Arbitrator Newman issued an award in favor of the unions, finding that a grievance challenging the removal of an employee based on an unfavorable NACI background check report is arbitrable if the employee already completed probation when the report issued, and that USPS must prove that it had just cause for such a removal. USPS's suit seeking to vacate the award (see Litigation Report) is pending.

NALC DIRECT ARBITRATION COSTS

	Two-year period ended 3/31/24	Two-year period ended 3/31/26	Percentage Change
Arbitrators' fees	$2,911,225.72	$3,121,965.77	7.24%
Cancellation fees	551,053.71	$408,437.50	25.88%
Transcripts	—	—	—
Miscellaneous	—	—	—
TOTAL	$3,462,279.43	$3,530,403.27	1.97%

NALC DISCIPLINE ARBITRATION

	Sustained	Sustained in part	Denied	Total*	Percent denied
2016	92	49	149	290	51.4
2017	105	45	137	287	47.7
2018	75	81	121	282	43.6
2019	81	92	135	321	43.8
2020	72	76	127	279	46.1
2021	61	69	121	260	48.2
2022	50	38	95	183	51.9
2023	48	48	89	185	48.1
2024	65	57	121	243	49.8
2025	127	90	87	352	24.7
2026	37	18	51	106	48.1

NALC CONTRACT ARBITRATION

	Sustained	Sustained in part	Denied	Total*	Percent denied
2016	115	45	86	246	35.0
2017	100	30	65	195	33.3
2018	278	142	163	629	27.9
2019	247	85	126	474	27.5
2020	144	56	84	304	29.5
2021	208	44	92	367	26.7
2022	205	65	85	355	23.9
2023	169	49	57	275	20.7
2024	176	89	87	352	24.7
2025	185	89	149	423	35.2
2026	36	17	40	93	43.0

***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.**

LITIGATION REPORT

COURT CASES

DUTY OF FAIR REPRESENTATION CASES

Sung v. Cancel—In March 2023, former letter carrier Mo Chiao Sun filed this employment discrimination suit against NALC President Brian Renfroe and other defendants in the U.S. District Court for the Eastern District of New York. In September 2024, the Court granted judgment for the defendants, based, among other reasons, on insufficient service of process.

Covington v. NALC—Former letter carrier Kwane Covington filed this suit against NALC and certain individual defendants in Wisconsin state court in July 2025. Covington claimed that NALC and other defendants breached the duty of fair representation, and violated state law, when processing the grievance challenging Covington's removal from USPS employment. The defendants removed the suit to the U.S. District Court for the Eastern District of Wisconsin and, in October 2025, filed a motion to dismiss. Their motion to dismiss remains pending.

Scott v. NALC—Former letter carrier Joshua Scott filed this suit in August 2025 against NALC, Branch 421 and certain individual defendants in the U.S. District Court for the Western District of Texas. The suit claimed, among other things, that NALC and the branch had failed to represent him properly. The court dismissed Scott's suit in February 2026 based on failure to serve process. Scott filed his suit again in the same court in March 2026. The defendants have not yet been served with Scott's new suit.

Dargan v. NALC—Letter carrier StarrQueena Dargan filed this suit in November 2025 against NALC and other defendants in the U.S. District Court for the District of Maryland. The suit claims that NALC breached its duty of fair representation regarding USPS's alleged noncompliance with an arbitration award. NALC answered Dargan's complaint in December 2025. In April

2025	$66,479	$71,038	$71,143	$74,405	$74,878	$75,354	$75,823	$76,292	$76,768	$77,230	$77,708	$78,183	$78,651	$79,134	$79,601	$81,057
2026	$68,450	$73,076	$73,182	$76,492	$76,972	$77,455	$77,931	$78,406	$78,889	$79,358	$79,843	$80,325	$80,800	$81,290	$81,764	$83,226

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 eight 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.

CUMULATIVE PAY (TABLE 2) SINCE 2013

Year	Step: AA	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
2013	—	$34,752	$36,306	$37,860	$39,414	$40,968	$42,522	$44,076	$45,630	$47,184	$48,738	$50,292	$51,846	$53,400	$54,954	$56,508	—
2014	—	$35,190	$36,763	$38,337	$39,910	$41,484	$43,057	$44,631	$46,204	$47,778	$49,351	$50,925	$52,498	$54,072	$55,646	$57,219	—
2015	—	$36,466	$38,096	$39,727	$41,357	$42,989	$44,618	$46,249	$47,879	$49,511	$51,140	$52,771	$54,402	$56,033	$57,663	$59,294	—
2016	—	$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	—
2017	—	$37,474	$39,148	$40,824	$42,499	$44,176	$45,851	$47,526	$49,201	$50,879	$52,552	$54,228	$55,904	$57,581	$59,256	$60,931	—
2018	—	$38,439	$40,155	$41,874	$43,593	$45,313	$47,031	$48,750	$50,467	$52,188	$53,905	$55,624	$57,343	$59,062	$60,782	$62,499	—
2019	—	$39,615	$41,384	$43,157	$44,928	$46,700	$48,470	$50,243	$52,014	$53,786	$55,557	$57,329	$59,099	$60,871	$62,641	$64,413	—
2020	—	$40,541	$42,352	$44,165	$45,978	$47,791	$49,603	$51,417	$53,230	$55,043	$56,855	$58,669	$60,480	$62,294	$64,105	$65,918	—
2021	20.71	$41,353	$43,200	$45,049	$46,898	$48,748	$50,595	$52,446	$54,296	$56,144	$57,993	$59,843	$61,690	$63,541	$65,389	$67,237	—
2022	21.19	$43,881	$45,841	$47,803	$49,765	$51,728	$53,688	$55,652	$57,616	$59,576	$61,538	$63,501	$65,461	$67,426	$69,386	$71,347	—
2023	22.13	$46,038	$48,094	$50,153	$52,211	$54,271	$56,327	$58,387	$60,448	$62,505	$64,562	$66,622	$68,679	$70,740	$72,796	$74,855	$75,299
2024	22.81	$47,450	$49,596	$51,691	$53,813	$55,936	$58,055	$60,178	$62,302	$64,423	$66,543	$68,665	$70,786	$72,911	$75,029	$77,150	$77,609
2025	—	—	$51,133	$53,321	$55,510	$57,701	$59,887	$62,076	$64,267	$66,455	$68,643	$70,831	$73,019	$75,211	$77,396	$79,584	$81,057
2026	—	—	$52,510	$54,757	$57,005	$59,255	$61,501	$63,749	$65,998	$68,246	$70,492	$72,739	$74,986	$77,237	$79,481	$81,729	$83,226

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 eight 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.

2026, Dargan filed a motion for leave to amend her complaint. Her motion to amend remains pending.

Thomas v. NALC—Former letter carrier Jasmine Thomas filed this suit in March 2026 against NALC, Branch 4016 and other defendants in the U.S. District Court for the Northern District of Illinois. The suit claims that NALC breached its duty of fair representation in connection with the removal of Thomas from USPS employment. In March 2026, NALC and the branch moved to dismiss. That motion remains pending.

OTHER NALC COURT LITIGATION

Noble v. NALC, Branch 9, Branch 421—In June 2022, retired letter carrier David Noble filed this action against NALC, Branch 9 and Branch 421 in the U.S. District Court for the District of Columbia. The suit sought an injunction requiring the defendants to allow Noble to place campaign advertisements in their publications. In December 2022, the district court dismissed the lawsuit. In May 2024, the U.S. Court of Appeals for the District of Columbia Circuit reversed the dismissal and remanded to the district court for further proceedings. In January 2025, Noble filed a voluntary dismissal of the suit.

USPS v. APWU, NALC, NPMHU, NRLCA—In September 2025, USPS sued NALC and three other postal unions in the U.S. District Court for the District of Columbia, seeking to vacate a national-level arbitration award issued in June 2025. NALC and the other unions filed a counterclaim, seeking a court order confirming the award. The arbitration award held that a grievance challenging the removal of an employee based on an unfavorable NACI background check report is arbitrable if the employee already completed probation when the report issued, and it further held that USPS must prove just cause in order to remove such an employee. In the lawsuit, both USPS and the unions have moved for summary judgment, and their motions remain pending.

NATIONAL LABOR RELATIONS BOARD CASES

Branch 455 (Schroeder)—In August 2012, the NLRB issued a complaint against Branch 455, based on an unfair labor practice charge by former letter carrier Irma Schroeder. The complaint alleges that the branch caused USPS to discharge her in retaliation for her alleged dissident union activity. The hearing on the case was originally scheduled in 2012 but adjourned, and then scheduled and adjourned again in 2020. The NLRB has now returned the case to the trial calendar.

Branch 642 (Daniels)—In April 2023, the NLRB issued a complaint against Branch 642, based on an unfair labor practice charge by letter carrier Terry Daniels. The complaint alleges that the branch failed to properly process various grievances for Daniels. After a hearing in February 2025, an NLRB administrative law judge issued a decision in December 2025, finding that the branch had committed unfair labor practices by delaying providing Daniels with information and documents related to certain grievances and in its processing of a grievance over a disciplinary suspension that Daniels had received.

Branch 3 (Samargian)—In July 2025, the NLRB issued a complaint against Branch 3, based on an unfair labor practice charge by former letter carrier Penny Samargian. The complaint alleged that the branch continued to accept dues payments from Samargian after she had transferred to another craft and had requested cancellation of her dues payments. In September 2025, the NLRB withdrew its complaint after the parties entered into a settlement agreement.

CUMULATIVE PAY (TABLE 1) SINCE POSTAL REORGANIZATION

Old step:				1	2	3	4	5	6	7	8	9	10	11	12	
Year New step:	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
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	$22,340	$22,589	$22,837	$23,086	$23,334	$23,583	$23,832	$24,080	$24,329	$24,577	$24,826	—
1985	—	$19,032	$21,072	$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	$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	$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	$25,679	$25,945	$26,213	$26,478	$26,746	$27,012	$27,280	$27,548	$27,813	$28,082	$28,347	$28,615	—
1989	—	$22,903	$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	—	$24,381	$26,517	$28,580	$28,846	$29,114	$29,379	$29,647	$29,913	$30,181	$30,449	$30,714	$30,983	$31,248	$31,516	—
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	$31,731	$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	$29,984	$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	$30,785	$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	$34,576	$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	$31,844	$35,064	$36,314	$38,707	$39,036	$39,367	$39,692	$40,022	$40,351	$40,676	$41,007	$41,335	$41,664	$41,995	$42,323	—
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	$45,979	$46,338	$46,697	$47,050	$47,408	$47,766	$48,119	$48,478	$48,834	$49,193	$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	$54,210	$54,589	$54,973	$55,356	$55,742	$56,128	$56,508	—
2013	$44,292	$48,046	$49,502	$52,292	$52,676	$53,062	$53,441	$53,825	$54,210	$54,589	$54,973	$55,356	$55,742	$56,128	$56,508	—
2014	$44,881	$48,672	$50,143	$52,961	$53,349	$53,739	$54,121	$54,509	$54,898	$55,281	$55,669	$56,056	$56,445	$56,835	$57,219	—
2015	$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	—
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	—
2017	$48,136	$52,067	$53,593	$56,515	$56,918	$57,323	$57,718	$58,120	$58,524	$58,921	$59,324	$59,725	$60,128	$60,533	$60,931	—
2018	$49,540	$53,521	$55,067	$58,026	$58,435	$58,845	$59,245	$59,652	$60,061	$60,463	$60,872	$61,278	$61,686	$62,096	$62,499	—
2019	$52,220	$56,455	$56,553	$59,584	$60,024	$60,466	$60,901	$61,337	$61,781	$62,208	$62,652	$63,094	$63,528	$63,976	$64,413	—
2020	$53,591	$57,873	$57,972	$61,036	$61,481	$61,928	$62,368	$62,809	$63,257	$63,689	$64,138	$64,585	$65,024	$65,477	$65,918	—
2021	$54,776	$59,105	$59,205	$62,302	$62,752	$63,204	$63,649	$64,095	$64,547	$64,984	$65,438	$65,890	$66,334	$66,792	$67,237	—
2022	$58,728	$63,112	$63,213	$66,350	$66,805	$67,263	$67,714	$68,165	$68,623	$69,066	$69,526	$69,983	$70,433	$70,897	$71,347	—
2023	$62,078	$66,517	$66,619	$69,796	$70,256	$70,720	$71,777	$71,633	$72,097	$72,546	$73,012	$73,474	$73,930	$74,400	$74,855	$75,299
2024	$64,216	$68,713	$68,816	$72,034	$72,500	$72,970	$73,433	$73,895	$74,365	$74,820	$75,292	$75,760	$76,222	$76,698	$77,159	$77,609

Letter Carrier Pay Schedule

City Carrier Wage Schedule: Effective March 7, 2026

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

Career city letter carrier increases

Effective Date	Type of Increase	Amount
Aug. 26, 2023	July COLA	$978
Nov. 18, 2023	General wage increase	1.3%
March 9, 2024	January COLA	$353
Sept. 7, 2024	July COLA	$978
Nov. 16, 2024	General wage increase	1.4%
March 8, 2025	January COLA	$416
June 14, 2025	Step P adjustment	$1,000
July 12, 2025	Eliminate Steps AA and A from Table 2	
Sept. 6, 2025	July COLA	$790
Nov. 15, 2025	General wage increase	1.5%
March 7, 2026	January COLA	$250

City carrier assistant increases

Date	Type of Increase	Amount
Nov. 18, 2023	General wage increase	2.3%
Nov. 16, 2024	General wage increase	2.4%
June 14, 2025	Wage adjustment	$0.50
Nov. 15, 2025	General wage increase	2.5%

NOTE: Any time spent in PTF step AA will be credited to the carrier when converted to full-time status.

NOTE: The full COLAs will be added to the salaries of all steps in Table 1 and Step P of Table 2, with proportionate application of the COLA to Steps A-O of Table 2.

NOTE: In accordance with Article 9.3.B, COLAs become effective the second full pay period after the release of the January and July Consumer Price Index for Urban Wage Earners and Clerical Workers.

Table 1: City Carrier Schedule — RSC Q (NALC)

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

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	*Most Prev. Step*
Basic Annual Salaries																	
City Carrier (Grade 2)	68,450	73,076	73,182	76,492	76,972	77,455	77,931	78,406	78,889	79,358	79,843	80,325	80,800	81,290	81,764	83,226	*483*
Carrier Technician*	69,887	74,611	74,719	78,098	78,588	79,082	79,568	80,053	80,546	81,025	81,520	82,012	82,497	82,997	83,481	84,974	*485*
Part-Time Flexible Employees - Hourly Basic Rates																	
City Carrier (Grade 2)	34.36	36.68	36.74	38.40	38.64	38.88	39.12	39.36	39.60	39.84	40.08	40.32	40.56	40.81	41.05	41.78	
Carrier Technician*	35.08	37.46	37.51	39.21	39.45	39.70	39.94	40.19	40.43	40.68	40.92	41.17	41.41	41.67	41.91	42.66	
Full-Time/Part-Time Regular Employees - Hourly Basic Rates																	
City Carrier (Grade 2)	32.91	35.13	35.18	36.78	37.01	37.24	37.47	37.70	37.93	38.15	38.39	38.62	38.85	39.08	39.31	40.01	
Carrier Technician*	33.60	35.87	35.92	37.55	37.78	38.02	38.25	38.49	38.72	38.95	39.19	39.43	39.66	39.90	40.14	40.85	
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	O-P	*YRS.*
		96	96	44	44	44	44	44	44	44	34	34	26	26	24	46	*13.3*

* Carrier Technicians receive an additional 2.1%

Table 2: City Carrier Schedule — RSC Q7 (NALC)

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

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	*Most Prev. Step*
Basic Annual Salaries																
City Carrier (Grade 2)	52,510	54,757	57,005	59,255	61,501	63,749	65,998	68,246	70,492	72,739	74,986	77,237	79,481	81,729	83,226	*2,248*
Carrier Technician*	53,613	55,907	58,202	60,499	62,793	65,088	67,384	69,679	71,972	74,267	76,561	78,859	81,150	83,445	84,974	*2,295*
Part-Time Flexible Employees - Hourly Basic Rates																
City Carrier (Grade 2)	26.36	27.49	28.62	29.75	30.87	32.00	33.13	34.26	35.39	36.52	37.64	38.77	39.90	41.03	41.78	
Carrier Technician*	26.91	28.07	29.22	30.37	31.52	32.67	33.83	34.98	36.13	37.28	38.43	39.59	40.74	41.89	42.66	
Full-Time/Part-Time Regular Employees - Hourly Basic Rates																
City Carrier (Grade 2)	25.25	26.33	27.41	28.49	29.57	30.65	31.73	32.81	33.89	34.97	36.05	37.13	38.21	39.29	40.01	
Carrier Technician*	25.78	26.88	27.98	29.09	30.19	31.29	32.40	33.50	34.60	35.71	36.81	37.91	39.01	40.12	40.85	
Percent Step P																
	63.09%	65.79%	68.49%	71.20%	73.90%	76.60%	79.30%	82.00%	84.70%	87.40%	90.10%	92.80%	95.50%	98.20%	100.00%	
Step Increase Waiting Periods (In Weeks)																
Steps (From-To)		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	O-P	*YRS.*
		46	46	46	46	46	46	46	46	46	46	46	46	46	46	*12.4*

* Carrier Technicians receive an additional 2.1%

Table 3: City Carrier Assistant Schedule — Hourly Rates — RSC Q4 (NALC)

This schedule applies to CCA Hires with no previous TE service.

	BB	AA
City Carrier (Grade 2)	21.21	21.71
Carrier Technician (add 2.1%)	21.66	22.17
Steps (From BB to AA) in weeks	52	

This schedule applies to CCA Hires with previous TE service after Sept. 29, 2007, who were on the rolls as of Jan. 10, 2013.

	BB	AA
City Carrier (Grade 2)	22.88	23.38
Carrier Technician (add 2.1%)	23.36	23.87
Steps (From BB to AA) in weeks	52	