

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.

At this writing, the council had convened 14 times since the 2012 National Convention, with an additional meeting scheduled July 16-18 prior to the 69th Biennial Convention in Philadelphia.

Meetings of the council are important opportunities for national officers and key staff to focus on the 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.

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

Sept. 4, 2012 (Washington, DC): The Executive Council gathered at NALC Headquarters for a brief council meeting the day before the opening statements for the interest arbitration hearing on the national agreement. In addition to the interest arbitration, the council discussed topics from the 2012 National Convention, media coverage following the so-called default by the Postal Service on the payment to the retiree health fund, meetings to be scheduled between President Rolando and the state association presidents, and the upcoming November elections.

Nov. 16, 2012 (teleconference): The council passed a resolution concerning the rates for the NALC Health Benefit Plan for employees and staff, based on the staff plan actuary's analysis.

Jan. 10, 2013 (teleconference): It was during this meeting that members of the council learned the sad news of the passing of President Emeritus Vincent R. Sombrotto. The council also was advised that the interest arbitration

award for the national agreement had been received. The official announcement would be made the following day.

Jan. 11, 2013 (teleconference): The purpose of this council meeting was to discuss at length the interest arbitration award. Regional administrative assistants were also included in the meeting. The date for the National Rap Session to be held in Las Vegas also was announced.

Jan. 23-25, 2013 (Washington, DC): The Executive Council discussed further the national arbitration award that set the terms of the 2011-2016 National Agreement. In addition, meetings were held with the Postal Service as the parties worked through the implementation of the Das award. While the Das award was the main focus of the meetings, the council also discussed other timely issues, including legislation and the upcoming National Rap Session.

Feb. 7-8, 2013 (Las Vegas): In addition to final preparations for the National Rap Session, the council also discussed at length the announcement made by the postmaster general concerning his plan to eliminate Saturday delivery beginning in August of 2013—including the reaction from members of Congress to the announcement and official statements from the NALC on the issue. The council also discussed the Q-and-A's for city carrier assistants, the two newest memorandums of understanding concerning transitional employees taking the hiring test on the clock and transitional employees' break in service, task forces set up by the national arbitration award, and organizing efforts concerning city carrier assistants.

March 21, 2013 (teleconference): President Rolando announced in this meeting of the council the appointment of Ron Watson as director of retired members to fill out Ernie Kirkland's term of office. Additionally, the council discussed the March 24 rallies, task forces created by the Das award, the Government Accountability Office's legal opinion on the postmaster general's plan to unilaterally eliminate a day of delivery, and other key legislative items.

April 25, 2013 (teleconference): The council discussed upgrading the NALC computer systems. The Executive Council voted to approve the purchase and installation of a new server and storage architecture for the NALC system.

July 22-25, 2013 (Washington, DC):

Various task forces created by the national arbitration award, national-level disputes, city carrier assistant interpretive disputes, and several other contractual issues were items discussed by the council. The council also discussed key legislative items, including the mark-up of Rep. Darrell Issa's harmful postal bill in the House Oversight and Government Reform Committee.

November 2013 (electronic mail):

The council passed a resolution concerning the rates for the NALC Health Benefit Plan for employees and staff, based on the staff plan actuary's analysis.

Jan. 13-16, 2014 (Nalcrest, FL):

Members of the Executive Council traveled to Nalcrest, FL where meetings were held in the Nalcrest auditorium. Items the council addressed included the Safety and Service Initiative, conversions of part-time flexible and city carrier assistant employees, OWCP, organizing, the grievance/arbitration process, LMOU impasses, Article 12 events, test sites, other contractual issues, and the upcoming national convention in Philadelphia. The Executive Council was also given an extensive tour of Nalcrest and took part in Nalcrest's 50th anniversary celebration.

Feb. 27, 2014 (teleconference): President Rolando announced in this meeting the appointment of Lew Drass as vice president to fill out George C. Mignosi's term of office. Additionally, President Rolando announced that Brian Renfroe would be appointed as director of city delivery to fill out Drass' term of office. The council also discussed S. 1486 and the Safety and Service Initiative.

May 2014 (electronic mail): The council passed proposed amendments to the *NALC Constitution* for submission to the 2014 National Convention.

June 10-12, 2014 (Washington, DC):

The Council discussed and made recommendations of approval or disapproval on all resolutions and amendments properly submitted for the consideration of delegates to the Philadelphia Convention. The Council also was provided reports on a wide range of subjects important to letter carriers, including legislative issues, the USPS, membership, numerous contractual issues and the Safety and Service Initiative. In addition, preparations for the upcoming national convention were discussed.

IN 2012, WE ALL CELEBRATED THE

20th year of the NALC Food Drive.

Our efforts began humbly, as letter carriers saw a need in the neighborhoods they served and did what they always do, went to work to help. Following a successful pilot food drive held in 10 cities in October 1991, the NALC began working with the Postal Service to roll out an even bigger effort that spanned the country. As they say, the rest is history—a wonderful history that now spans two decades, with more than a billion pounds of food collected by letter carriers and our partners, stocking local food shelves, pantries and food banks.

The largest one-day food drive in America, it is held on the second Saturday in May. Building a campaign for hunger awareness is an important component of our food drive efforts. Aware of the devastating and all-too-common problem of hunger in this nation, letter carriers and our allies are ready to work together to ask for donations of non-perishable food, and on the day of the drive, collect it on our delivery rounds.

The NALC has a great team of partners for our Letter Carriers' Food Drive. The U.S. Postal Service, through the postmaster general, once again granted the use of the G10 permit for mailing reminder postcards and paper and plastic bags. Campbell's Soup Co. provided 75 million postcard reminders, using the value and power of the mailbox as our food drive campaign centerpiece. Valpak also mailed 40 million envelopes promoting the drive, along with inserts to further support the effort. AARP Foundation donated 15 million paper bags, union-made at International Paper Co. Other partners were the National Rural Letter Carriers' Association, United Way Worldwide, AFL-CIO, Feeding America, Uncle Bob's Self Storage, and Valassis. The partners assisted with public and

media awareness, volunteer recruitment, logistical support and planning expertise.

A national food drive kick-off was held at NALC Headquarters a week before the drive. This was both a momentum builder in the days leading up to the drive as well as a powerful illustration of the whole-hearted commitment by the NALC and our partners to continue to do all we can to help those in need.

The 2012 Letter Carriers' Food Drive collected 70.7 million pounds of food. The top five branches were Branch 1477, West Coast Florida (1,421,635); Branch 3, Buffalo-Western NY (1,393,100); Branch 1100, Garden Grove, CA (1,168,883); Branch 704, Tucson, AZ (1,078,940) and Branch 599, Tampa, FL (1,005,396).

The top branches in 10 membership categories were announced in the August 2012 issue of *The Postal Record*, and the top branches in each

In 2013, letter carriers had a banner year in our Letter Carriers' Food Drive. We collected 74.4 million pounds of food to help provide for needy families across America.

In 2013, a pilot program was tested in four cities using a combined mail piece sponsored by AARP Foundation and produced by Source Direct Plastics and GLS Companies. A plastic folded bag and a reminder postcard were wrapped together in cellophane to create a single piece mailed to customers that provided everything they needed to participate. These were very popular with carriers, who found them easy to deliver, and they were effective, as donation results were extremely positive in all four cities. And many of our local branches found local sponsors of bags of their own.

The NALC built several solid and sizable foundational blocks in the electronic arena. Informational materials, cartoon and logo artwork, public service announcements and order forms from union-made food drive merchandise vendors were made available online.

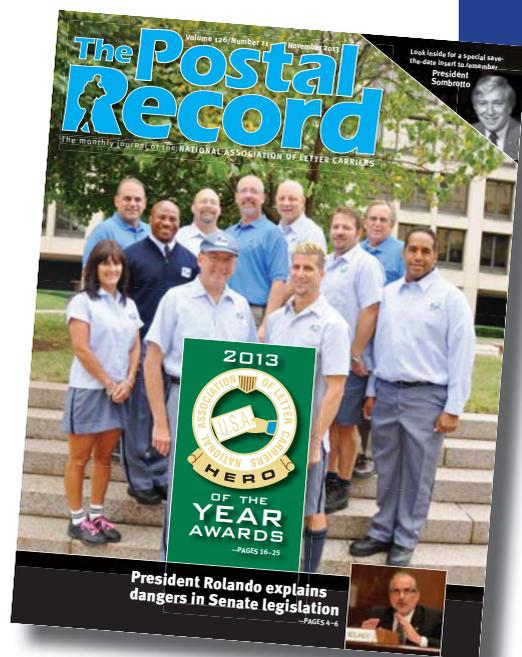
The total effect was an enormous awareness campaign for our food drive. This diverse and multi-pronged approach, from physical assets and resources to digital ads and social media, came together in one of the greatest days of giving in the United States—the Letter Carriers' Food Drive. We have one common purpose, helping those in our communities who were in need of food.

The top five branches for 2013 were Branch 1477, West Coast Florida (1,615,744), Branch 599, Tampa, FL (1,569,062), Branch 3, Buffalo-Western NY (1,494,692), Branch 1100, Garden Grove, CA (1,431,949), and Branch 2008, Clearwater, FL (1,216,942).

The top branches in 10 membership categories were announced in the July, 2013 issue of *The Postal Record*, and the top branches in each category received an NALC plaque at the 2012 convention. In each case, they also received 1,000 cans of soup from Campbell Soup Co. for the food bank or pantry of their choice.



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SIX DAYS A WEEK, LETTER CARRIERS can be found in every neighborhood of every city of every state delivering the nation's mail. The very nature of the job puts them in close contact with the American public. They are the only public servants to make regular rounds and come into the daily lives of customers on their routes— young and elderly, in need or affluent. We are everywhere and see most everyone.

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

The NALC is proud of the heroism and good deeds performed by our members. In 1974, the NALC established the Heroes of the Year Awards to pay tribute to letter carriers who perform selfless and heroic acts, ignoring the risk to themselves. In 1978, the Humanitarian of the Year Award was initiated to honor letter carriers for significant, sustained, personal contributions to a worthy cause. A Branch Service Award was added in 1986 to recognize an NALC branch involved in ongoing community service. Additionally, in 2002 a fourth category was created—a special Carrier Alert Award to honor an individual carrier who, due to his or her keen observations of conditions and people on the route, saved customers' lives.

Each year, a panel of independent judges—representing the labor movement, community service organizations and emergency public services—reviews *Postal Record* features and items published in its "Proud to Serve" pages. In 2012, the judges were Richard Daschbach, chief judge for the Employees' Compensation Appeals Board; Jordan "Bud" Biscardo, vice president, AFL-CIO Community Services Liaison, United Way Worldwide; and Fire Chief Richard Bowers of Montgomery County, MD. In 2013, the only change in judges came as Bowers became Fairfax County, VA's fire chief.

The judges select a National Hero, a National Humanitarian, three regional heroes, a special Carrier Alert Award winner, and a local NALC branch for its service.

The award-winning heroes are invited to Washington, DC, to receive their awards in person. The official ceremony is held at a hotel near NALC Headquarters in conjunction with a luncheon reception. The heroes event has become an important occasion in the nation's capital and is attended by members of Congress, government dignitaries, the postmaster general and other postal officials, AFL-CIO-affiliated labor leaders, community service representatives and reporters, along with NALC officers. The guests honor NALC's proud tradition of service by joining the heroes, their families, and branch presidents for this special awards presentation. Each of the winners receives a certificate and a monetary award.

NALC believes it is important to bring the outstanding activities of our members to the attention of the public. For this reason, every effort is made to publicize each hero's actions and highlight the annual reception. Local, regional and national print and broadcast media outlets are informed, audio and video interviews are distributed to radio and television outlets, and the festivities are taped for transmission to TV stations in the heroes' home cities. Over the years, numerous NALC heroes have won the prestigious Carnegie Award for Heroism.

The National Hero for 2012 was Thomas Logue, a 28-year postal veteran and member of Branch 903 in Cape Atlantic, NJ, who took quick action when he saw a young boy getting carried away by a rip current. He dove into the ocean and rescued the boy from drowning.

2012 Humanitarian Cassandra Christopher-Summers, of Branch 1151 in Naperville, IL, is a 17-year letter carrier who once studied design at the Illinois Institute of Art. She founded a non-profit group to bring encouragement and hope by redecorating the home bedrooms of women battling breast cancer.

Eastern Regional Hero of 2012 Celia Ruiz of Branch 2819 in Virginia Beach, VA, leaped into action after a drunk driver ran into a group of children

who were waiting for their school bus. Trained as a first responder, Ruiz used CPR to save the life of a young boy while also providing instructions to bystanders on the scene to help the other children who also needed care.

Central Regional Hero of 2012 Mike Sylvester from Branch 114 in Duluth, MN, saved lives after a car hit a house, rupturing the gas line to the house while leaving the car smoking and its fuel tank punctured. Disregarding his own safety, Sylvester worked to free the elderly driver from the vehicle.

Western Regional Hero of 2012 Mike Hollmann III of Branch 576 in Phoenix, AZ, immediately took action when he saw a wheelchair-bound woman being attacked by three pit bulls. Hollmann's quick thinking to distract the dogs and to call 911 saved her life. He then unassumingly continued on his route.

The Special Carrier Alert award for 2012 was presented to Charlie Rose of Branch 997 in Athens, OH. Rose has detected at least a dozen natural gas leaks on his route, saving lives and prompting both the local gas utility to replace more than 17,000 feet of pipe and Athens City Council to require carbon monoxide detectors in 4,500 new rental properties.

In 2012, our three judges took unanimous action in creating the first-ever Legacy Award to recognize cartoonist Bill Keane. Through the famous Family Circus cartoon, Bill Keane generously donated artwork year after year to promote NALC's Letter Carriers' Food Drive throughout the country. The partnership of Keane's beloved characters and the nation's city carriers has been hugely successful.

NALC ACTIVIST

SIX ISSUES OF THE NALC ACTIVIST

have been published since the last convention report. The newsletter goes to branch officers, stewards and any other NALC members actively working to advance the interests of their branch and the NALC as a whole. The mailing list continues to grow, as more branches and individuals ask to be included, recognizing the usefulness of the information the newsletter contains.

The director of city delivery has taken over supervision of the *Activist*. Drawing on the knowledge and experience of many staff members at NALC Headquarters, the newsletter regularly covers a wide range of subjects. Every issue lists training seminars and state conventions scheduled in each NALC region, along with the latest data on USPS operations. In addition to these regular features, topics covered since the last report include:

- Interest Arbitration—The Next Step
- Route Adjustment Review Requirements
- Conducting Local Negotiations
- Non-Compliance
- New Clerk P-6...Cut from the Same Cloth
- Grieving Separation-Disability
- Reporting Hazardous Working Conditions
- Improper Withholding and PTF Conversions
- Fill the Satchel: A How-To Manual
- Delivery Unit Optimization

COST OF NALC ACTIVIST

	4/12 to 3/14
Printing	\$36,447
Postage	\$3,000*
Total	\$39,447
Number of issues	6

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

- Getting the Word Out
- New Memorandums of Understanding
- Preparing for Impasse in Local Negotiations
- 204Bs and 1723s
- Welcoming CCAs to the NALC
- CCAs Contractual Rights
- Oh No! There's a Rural Carrier Working in My Craft
- Customer Connect
- Preparing for Arbitration in Your Branch
- When a Letter Carrier Dies
- NALC Delivers the Information You Need
- Don't Assume, B Prepared
- Key Decision on Separation-Disability
- Issa and Carper Move USPS "Reform" Proposals
- Windows of Operation...When the Exception Swallows the Rule
- Grieving COP and Wage-Loss Mistakes
- The Art of Interviewing Witnesses
- Nalcrest—A Place for Us
- Park Smart
- CCAs on Loan to Another Office and 1723s
- Organize—Every Member!

At the 2013 awards ceremony this past October, David Tozzolino of Branch 924 in Freehold, NJ, was honored as the National Hero of the Year. When Tozzolino, who served as a Marine, saw a car veer out of control on a busy highway, hitting a parked vehicle before rupturing a house's natural gas line, he instinctively took charge, saving the driver and preventing a potential catastrophe.

The 2013 National Humanitarian, John Dick, a member of Royal Oak, MI Branch 3126, delivered mail and good cheer to the hospital bed of a very sick man who lived on his route. Over time, Dick had befriended the man over their shared love of motorcycles. When Dick's friend chose

to end life support, the letter carrier helped fulfill his friend's wish for one last motorcycle ride.

Eastern Regional Hero for 2013 was Pam Pontius of Branch 53 in Northeast Florida. Pontius saw a suspicious van casing houses on her route, its occupants trying to take advantage of elderly customers. Using her letter carrier knowledge to cleverly intervene, she called police, resulting in the arrest of two wanted criminals.

Central Regional Hero for 2013 was James Barton of Branch 836 in Hopkinsville, KY. While on his mail route, he saw a police officer struggling to subdue a suspect in a heated roadside scuffle. A former military police officer, Barton stopped and

helped wrestle the man to the ground so the officer could arrest him.

Western Region Hero for 2013 was Danny Thompson from Branch 283 in Houston, TX. When Thompson saw dense smoke coming from the air conditioning unit of a house on his route, the former soldier jumped into action, helping two children inside—and their dog—escape to safety before the house burned to the ground.

The 2013 Special Carrier Alert Award was presented to Jason Jones from Branch 40 in Cleveland, OH. Jones' elderly customer usually greeted the carrier at the door to get his mail. When the man failed to show for several days, Jones pressed police to investigate—and when they did, they found the man collapsed on his floor, malnourished and dehydrated. Thanks to Jones' persistence, the man recovered.

The 2013 Branch Service Award was presented to multiple branches in the Albany District, NY. To help New York City-area residents recover from Hurricane Sandy, letter carriers in upstate New York worked with the U.S. Postal Service to organize a special one-day food drive. Within a mere two weeks, they collected enough food from their customers to fill 13 tractor-trailers. On behalf of all the carriers in every branch who participated, the five largest branches in the Albany District accepted the award: Albany, NY Branch 29; Syracuse, NY Branch 134; Binghamton, NY Branch 333; Northeastern New York Branch 358 and Utica, NY Branch 375.

At the awards ceremony in 2013, for the first time, each honoree was presented a special NALC National Hero lapel pin that the hero can wear to highlight the distinction. In an effort to do more to recognize the heroic actions of carriers who look out for their communities, NALC will award smaller hero pins to each carrier whose story appears in the monthly Proud to Serve section of *The Postal Record*.

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

DEPARTMENT OF LEGISLATIVE AND POLITICAL AFFAIRS

THE DEPARTMENT OF LEGISLATIVE and Political Affairs advocates for letter carriers in the halls of Congress, engages carriers at the grassroots level and coordinates electoral and issue campaigns.

With all eyes on Congress as the future of the United States Postal Service is debated on Capitol Hill, NALC is dedicated to fighting for letter carriers' rights and benefits. Our legislative focus has been to advocate for a legislative plan to return the USPS to health without compromising the mission of the USPS: delivering the mail to 152 million households and businesses in America six days a week. The NALC continues to fight for targeted common-sense reforms that strengthen the network and allow the service to grow and innovate while providing quality affordable service.

Unfortunately, a politically divided Congress has made the legislative progress challenging, but the persistence of letter carriers' voices on Capitol Hill has been essential in fighting against attempts to dismantle the USPS and in fighting against the continued attacks on letter carrier jobs.

To support our legislative efforts, the NALC's political program will continue to focus on supporting members of Congress who support letter carrier jobs. To accomplish this goal, the NALC will continue to grow the union's political action committee (PAC) and find new and innovative ways to affect the political process in this ever-changing political environment.

The NALC's field program, which continues to grow and evolve, is designed to engage NALC's members at the grassroots level to take action on behalf of the union's political and legislative agendas. The department has focused on empowering member through increased education and communication to achieve the union's legislative and political goals.

Below is a brief overview of the department's activities since the NALC convention in Minneapolis.

LEGISLATIVE PRIORITIES

Fighting for a 21st-century Postal Service continues to be the legislative priority of the NALC. Despite the worst recession in 80 years, the USPS has done well operationally. The Postal Service can and should adapt to better serving U.S. businesses

and households, but it should not embrace the "shrink to survive" model that the postmaster general continues to fight for. Congress should pursue a new business model for the USPS, a plan that doesn't center on which services to sacrifice and which ones to save, but rather a model that looks for new business opportunities and revenue streams.

In 2013, excluding the congressional mandate to pre-fund future retiree health benefits, the USPS made \$623 million from operations—the first such surplus since 2008. This trend has continued into 2014, and much of NALC's focus on Capitol Hill has been to ensure that Congress knows that the Postal Service is operationally profitable delivering the mail. As the economy slowly recovers, the reduction in First Class Mail volume has leveled off, and parcel delivery service is booming.

Congress, therefore, should focus its efforts on smart, targeted reforms that will allow the USPS to meet the growing demands of postal customers while continuing to provide quality, affordable, universal service six (and sometimes seven) days a week through partnerships with the business community.

During the current 113th Congress, NALC is lobbying aggressively to change the conversation on Capitol Hill regarding the Postal Service to achieve long-term sustainable success. NALC's legislative goals include implementation of a package of reforms that will strengthen the Postal Service's unparalleled networks, allowing USPS to pay its debt, to invest in its infrastructure and to restore itself to consistent profitability. The NALC will continue to work with the other postal unions, industry stakeholders and Congress to lead this effort, with key congressional support.

Unfortunately, real threats to dismantle the Postal Service have continued to surface in the 113th Congress. As we head into the convention in Philadelphia, Saturday delivery continues to be under attack as Congress considers its elimination to offset other spending priorities. Similar to the attacks that the USPS faced in 2013, the idea of using delivery cuts as a budget offset is not a solution. Rather, it is merely an easy way out for Republican House leaders who are unable to legislate.

While these attacks are nothing new, it's no longer 2009, and postal employees have done their fair share. It's time for Congress to fix what it broke and give the USPS the relief it needs to innovate and grow.

The bottom line is that these battles over six-day delivery are counterproductive distractions that take Congress further and further away from passing real postal reform that reflects the current state of the Postal Service.

All the while, Congress refuses to address the primary reason for the Postal Service's losses: the 2006 mandate to pre-fund future retiree health benefits. As a part of the targeted reforms the NALC and other stakeholders continue to pursue, getting Congress to fix what it broke in 2006 remains a top priority.

The severe polarization of American politics led to a damaging two-week shutdown of the federal government in 2013. As we convene for our convention this year, lawmakers will be working to complete individual appropriations measures to fund federal agencies in 2015. However, given the sharply divided atmosphere on Capitol Hill, we fully expect that Congress will end up moving one massive spending measure (known as an omnibus appropriations bill) to fund the entire government, thus freeing lawmakers from having to make difficult financial decisions in an election year.

In previous years, the NALC has fought to retain the longstanding language in an appropriations rider that mandates six-day delivery. This year will be no different, except that this time the fight in the House is over whether to insert the six-day language at all. Once again, the NALC is using all available resources to keep in place this language that's been in appropriations bills for more than three decades.

However, we continue this fight with a disadvantage: Postmaster General Pat Donahue continues his own push for the elimination of Saturday delivery. In February 2013, Donahue announced that a plan to circumvent Congress and unilaterally eliminate a day of delivery. Members of Congress from both parties released statements supporting six-day delivery and opposing the PMG's radical plan. Ultimately, the NALC and our allies could claim a measure of the credit for the

postmaster general's eventual withdrawal of his proposal.

In the 113th Congress, a bipartisan majority of the members of the House of Representatives supports six-day delivery. In fact, for three consecutive sessions of Congress, there has been majority support for "sense of the House" resolutions to maintain Saturday delivery (H.Res 30).

Additionally, S. 316 and H.R. 630 have been introduced in the Senate and House (respectively) as sensible solutions for strengthening the USPS. These pieces of legislation, if they became

growth, the Senate is looking to instead downsize the USPS. The key reason that the USPS is operating at a profit is because it serves Americans six days a week with direct door delivery; eliminating these services will drive away more business.

And in late 2013, Rep. Carolyn Maloney (D-NY) introduced H.R. 2291, a bill to name a midtown Manhattan post office after former NALC President Vincent R. Sombrotto, who died in 2013. Letter carriers in New York as well as across the country were quick to generate support for this bill to honor Sombrotto. As of the writing of this report, H.R. 2291 has been approved by the House Oversight and Government Reform Committee by unanimous consent. The bill next will be sent on to the full House for its expected approval. Following House passage, the bill would be slated for Senate committee consideration and then follow the same trajectory for Senate passage.

The department has also worked on both targeted issue campaigns and political campaigns over the last two years. A majority of this work has been focused on recruiting community allies and securing support for six-day and door delivery as well as for innovative reforms. At the grassroots level, this work has included organizing days of action, holding in-state lobby days and mobilizing community allies in our fight. The letter carriers who support these efforts are members of NALC's Carrier Corps. This group of letter carriers goes above and beyond to fight for letter carriers in the halls of Congress, at the ballot box and, increasingly, in the media. Letter carriers will continue to rely on the relationships that they have developed within these communities in our ongoing mission to urge Congress to pass sensible reforms.

TRAINING AND EDUCATION

As federal employees, letter carriers know that Congress can put at risk the job of delivering the mail with the simple stroke of a pen. So it is essential that letter carriers be armed with the skills necessary to successfully help move NALC's legislative and political agenda forward. Recognizing that a well-educated membership is a key component to the union's success, the department has strengthened its training program.

Communication between NALC HQ and the field has dramatically increased, helping to ensure that members know what is happening on Capitol Hill, how their elected officials are voting, when and how we should be contacting them, and what message to deliver. Over the last year, the department's staff has spent a significant amount of time in the field working with NALC leaders and activists to build stronger lines of communication between the department and the membership.

The department also creates content and materials to educate letter carriers through interactive training sessions, allowing letter carriers to develop the skills needed to lobby Congress, articulate NALC's legislative agenda, recruit automatic contributors to COLCPE, and volunteer on behalf of the union on issue campaigns and electoral campaigns. The majority of these training sessions take place in the field—at branch meetings, regional training sessions and state conventions.

DELIVERING FOR AMERICA

The Delivering for America (D4A) coalition has become a valuable tool for

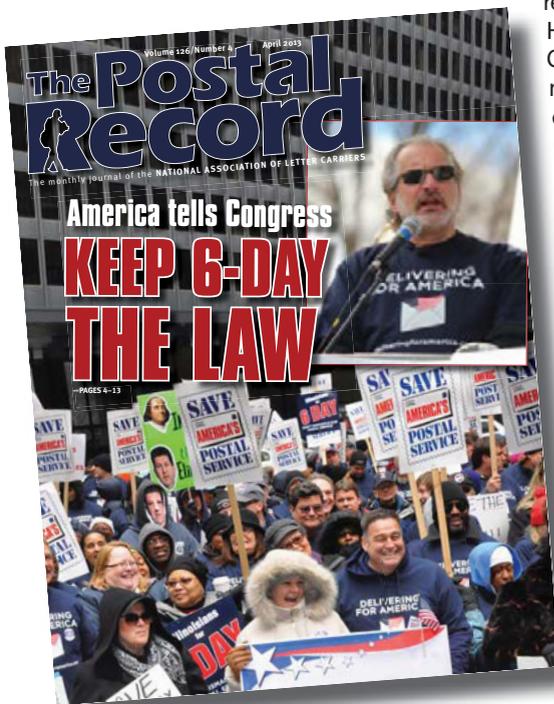
GRASSROOTS ACTIVISM

Recognizing that a quality legislative and political program cannot succeed without member engagement, President Fredric V. Rolando has revamped NALC's grassroots efforts. While decisions are being made in Congress, NALC's activists are essential to securing support for the union's legislative and political priorities. Thousands of NALC members at the grassroots level are engaged in lobbying, in election activity and in building up COLCPE.

In 2013, the department took a different approach to implementation of a national field plan, working state-by-state, district-by-district and branch-by-branch with NALC leaders and activists. The field plans are now a collaboration of the department, state associations and branches to achieve the legislative and political goals of our union, further accountability to meet those goals, and increase participation of NALC leaders at all levels. Furthermore, the plans expand the involvement and contributions made by this department.

Through the e-Activist Network and Carrier Corps program, the department has mobilized and organized letter carriers across the country.

The e-Activist Network continues to grow; it is used to communicate quickly and effectively with NALC's leaders and activists, via e-mail, when timely action is needed. By providing the union with their e-mail address, letter carriers can easily become e-Activists.



law, would eliminate the unfair pre-funding requirement, return to the Postal Service projected surpluses in its Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS) accounts, and establish new ways for USPS to generate revenue. Letter carriers continue to work diligently to lobby their elected representatives to co-sponsor these sensible measures.

Meanwhile, the Senate once again missed the mark when Sens. Tom Carper (D-DE) and Tom Coburn (R-OK), the leaders of the Senate committee with Postal Service oversight, introduced S. 1486. Instead of offering reforms that would allow the USPS to build on its unmatched network, the bill attacks the agency's employees and networks. The Postal Service is projected to have an operational profit of \$1.1 billion in 2014, but instead of capitalizing on this

bringing NALC's message to members of Congress via a different channel. Over the last two years, NALC members have leveraged D4A to reach out to thousands of small businesses, seniors' organizations, veterans' organizations, local elected officials and other interested community members across the country to build support for a vibrant and thriving USPS.

Through face-to-face meetings, talking with friends and family, and online social media engagement tools (e.g., Facebook and Twitter), Delivering for America has amassed a coalition of more than 25,000 local-level supporters of preserving six-day delivery, door delivery and letter carrier jobs.

ELECTIONS

A perennial driving force within the labor movement, the NALC once again stepped up to the plate during the 2012 election cycle. The union released nearly 200 members in 21 states, who logged thousands of miles and thousands of phone calls, all to turn out the vote for NALC's endorsed candidates for public office.

NALC members worked hard across the country to help elect President Barack Obama to a second term and to support for federal House and Senate candidates who stand up for carriers. After the ballots were counted in November 2012, control of the Senate stayed with the Democrats while the House remained in the control of the Republicans. This divided Congress has made legislating via the normal process all but impossible for Congress.

In 2014, the NALC remains committed to running a successful ground game, working closely with the AFL-CIO while also defending our friends on Capitol Hill.

COLCPE

The NALC's political action committee (PAC) is dedicated to supporting candidates who stand up for letter carriers and to opposing those who do not. The PAC—legally known as the Committee on Letter Carrier Political Education (COLCPE)—is also used to educate NALC members about the candidates that the union has endorsed. Our collective voice is strengthened by those NALC members who continually step up and contribute to the PAC.

The NALC has remained successful in its efforts to increase the number of letter carriers who automatically contribute to

COLCPE. Since its inception in 2006, the "Gimme 5" campaign has increased the percentage of automatic contributors from 2.3 percent to over 10 percent of total membership. Our near-term goal is to double that number to 20 percent.

During the 2012 election cycle, NALC raised approximately \$6.4 million through voluntary letter carrier contributions. COLCPE contributed the majority of its voluntary contributions from letter carriers to candidates, incumbents, national party committees, state parties, leadership PACs and super PACs.

COLCPE spent approximately \$1.9 million on activities relating to the AFL-CIO's Labor 2012 and Workers' Voice campaign efforts. These activities included releasing close to 200 letter carriers from their routes and sending them to 21 states help to mobilize union households in support of labor-endorsed candidates. The NALC also worked with state associations and branches in these battleground states to send out mailings to our members in support of NALC-endorsed candidates.

It is imperative that the NALC have the resources it needs to communicate our agenda to candidates and members of Congress. Since the creation of COLCPE, the NALC has relied on the hard work of our national business agents, state chairs, branch presidents and COLCPE coordinators to grow the ranks of contributors. Working together, we can achieve more for the members of the NALC.

NATIONAL STAFF

Director of Legislative and Political Affairs: In March 2014, Kori Blalock Keller was hired as the department's chief legislative and political advisor to President Rolando. Prior to joining the NALC, Keller worked for 10 years for a transportation union as its spokesperson for communications and legislative affairs. Since joining the NALC, Keller has helped fend off the repeated legislative attacks on letter carrier jobs while promoting the need for real postal reform that will allow the Postal Service to innovate and grow.

Political Director: President Rolando named Meaghan Slater as political director in April 2013. Slater has focused on building the PAC and enhancing the political infrastructure of the union. She manages the candidate-endorsement process as well as NALC's work with the AFL-CIO during election season.

EQUAL OPPORTUNITY EMPLOYER

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

National Field Director: Jeremy Goldberg was appointed national field director in April 2013. Prior to that, Goldberg served as an NALC regional field coordinator. Goldberg oversees the implementation of the NALC field program, develops grassroots training programs for activists, mobilizes members for legislative action, and works with the regional field coordinators to inform and educate NALC's state and local leaders about the union's legislative and political priorities.

Regional field coordinators (RFCs): The NALC employs five legislative and political regional field coordinators, who are based in Washington, DC. RFCs serve as the face of the NALC within their respective territories, monitoring political campaigns, driving legislative efforts and providing lobbying support. RFCs travel all across the country to assist NALC leaders and activists, to provide training, and to conduct briefings on political and legislative activities. The RFCs' states are:

Northeast: Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont

South: Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee and Virginia

Central: Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Missouri, Nebraska, Ohio and West Virginia

Mid-America: Arizona, Colorado, Minnesota, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Wisconsin and Wyoming

West: Alaska, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah and Washington

NALC'S WORKERS' COMPENSATION Department, headed by Assistant to the President for Workers' Compensation Kevin Card, 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). The department assists national business agents and, through the NBAs, branch officers who represent members in their claims before OWCP, and who deal with the Postal Service in FECA-related matters. It also provides direct representation for members who file appeals with the Labor Department's Employees' Compensation Appeals Board (ECAB).

The Workers' Compensation Department continues to provide information and advice to the membership through *The Postal Record*, the *NALC Activist*, the Workers' Compensation section of the NALC website and national convention workshops. The department's comprehensive CD-ROM, including the Injury Compensation Manual, remains available for purchase by the membership or may be downloaded from the NALC website.

Training is an important part of the Workers' Compensation Department's responsibilities. The department has provided OWCP presentations at each Leadership Academy. The focus of that

training includes a 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 department also remains available for consultation with NBAs regarding OWCP training.

The NALC is committed to providing even greater OWCP training and representation at the regional and branch levels. In December 2013, former compensation director (and now director of retirees) Ron Watson conducted a special training for 15 regional administrative assistants (RAAs). The RAAs spent long hours reviewing difficult OWCP case files and schedule award scenarios to help develop their familiarity and expertise.

Each of these RAAs spent two weeks detailed to the Workers' Compensation Department at NALC Headquarters for on-the-job training in advanced OWCP research and representation. The NALC's goal is to have qualified OWCP representation available to every injured member at every level of the organization. The OWCP RAAs conducted training in every region to help meet that end.

The addition of city carrier assistants in our craft provided new challenges for OWCP representation and contract enforcers. The Department of Labor published updated guidelines for determining

pay rates for CCAs injured on the job. National business agents were instrumental in ensuring these workers received the compensation they were entitled to.

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

All national business agents have been directed to ensure that OWCP compensation cases are handled at the local and regional levels rather than at NALC Headquarters—with the understanding that national business agents can seek assistance from the Workers' Compensation Department when such assistance is needed.

Members and branches are also requested to refrain from contacting the Workers' Compensation Department except in serious emergencies, so that the department can devote time and energy to major legislative and administrative matters affecting the FECA and the union as a whole, as well as to national-level appeals before the Employees' Compensation Appeals Board.

TWENTY-FIVE YEARS AGO, INFORMATION was on paper. It came in the mail or was delivered to the NALC building each morning. We copied or typed it, put it in a filing cabinet drawer or on a library shelf, then packed it in sturdy records-storage boxes for long-term retention. Today, newspapers are still delivered daily (at least some of them) and we still put important documents in records-storage boxes, but much else has changed. The NALC Information Center (IC) has had to change, too, but its purpose has remained the same: to obtain, organize and protect the information resources needed by the union's officers, staff and membership.

INFORMATION CENTER

One of the most important areas of the IC collection is, not surprisingly, postal-related material. This part of the IC's collection always has been one of its strengths; no USPS publication is ever discarded. This means the IC can supply, when asked, the changing language of a section of the *ELM* or *M-41* or other postal document going back to its origin. Branches needing support for arbitration, as well as Washington officers and staff, have access to this useful library.

Since the last convention, the IC has made a concerted effort, working with a

representative of the CAU, to update and expand its collection of current USPS documents, handbooks, and other Postal Service publications. The IC should be the one place in the Washington office where we can be sure we have the document in question (and can find it when needed).

The same philosophy governs the collection of NALC documents—the IC tries to maintain at least one copy of any document NALC has produced. This fact proves especially useful every two years when we prepare for our national convention and people develop a sudden interest in past proceedings, officers' reports and resolutions.

Of course, the move to information in digital format continues its relentless progress. Since the last convention, the trend has only sped up. Longtime print publications are choosing to produce digital versions only, impacting NALC's subscription list. Not everyone is comfortable with a digital version—some people don't like reading long documents on a screen. So when possible, the IC still gets a hard copy of heavily used publications, whether from the Postal Service or some other source.

The trend toward digital information has had a positive effect on how the IC does its business in other ways. NALC's news clips, prepared daily by IC staff, have been assembled digitally since 2006, which allows them to have a wider circulation than when they were painstakingly produced by cutting, pasting, and then photocopying. Information is also disseminated in response to specific requests. The IC staff is always happy to answer reference questions, or do research projects, by drawing on the unique materials it has available.

RECORDS MANAGEMENT

While the NALC publishes some items exclusively on disk, and makes others available electronically through our website, we still generate plenty of paper. So records management, which also is the IC's responsibility, continues to be a challenge.

The NALC maintains records for both legal and practical reasons. The Labor-Management Reporting and Disclosure Act (LMRDA) imposes strict retention requirements on unions. Regular training of officers, staff and employees helps ensure everyone know what records to store and when and how to do it. This is especially important when there is turnover in NALC personnel, so that record series continue to be organized and stored in the same way.

For approximately 30 years, NALC has followed a retention schedule for officers and departments at national headquarters. This schedule helps keep storage practices consistent by defining how long specific categories of documents need to be retained, whether in someone's office or in records storage, and when they can safely be destroyed. It may seem counter-intuitive, but destruction is a vital part of records management, helping the union operate more efficiently. When disposing of records, care is always taken to safe-

guard personal data and other sensitive information.

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

Individual branches face all of the same records-management issues as NALC headquarters, albeit on a somewhat smaller scale. So the head of the IC does annual training on records management in conjunction with the secretary-treasurer's seminars and at the Leadership Academy. The basic principles of records management taught in these sessions can help improve branch operations.

ARCHIVES

To preserve the union's proud history, NALC has had an archival program since 2001 at the Walter Reuther Library, part of Wayne State University in Detroit. Supervising this program is the third major responsibility of the IC.

NALC's 125th anniversary this year has prompted us to pay increased attention to the union's historical artifacts and the maintenance of its archival record. The union's history can be traced through many different types of sources. It's not simply documents in acid-free file folders. The union's collection at Reuther includes memorabilia, photographic images, videos, posters, badges and uniforms. You can explore what's available by checking out the Reuther website (www.reuther.wayne.edu) where you'll see, among other things, finding aids to the NALC collection, and a photo gallery of historic images.

Anyone can open a file folder in the Reuther reading room and read the document inside, or look through a collection of photographs. With electronic records, however, you have to act to ensure that people in the future can access the material. Dealing with the footage of past NALC conventions provides a useful example of the issues involved.

Since 2008, footage of our convention proceedings has been preserved digitally. Earlier proceedings, going back to 1984, were saved in a bewildering array of formats, not all of which we any longer have the equipment to access. As part of the process of making a video for the Philadelphia convention, we have digitized all of our existing footage of previous conventions. Once the digitization project is complete, we will no longer have to worry about format changes or deterioration of 30-year-old videotape. We also digitized other significant visual records from NALC's history, including scenes from the 50th anniversary celebration in Milwaukee in 1939, and footage from the 1970 convention in Hawaii, the first held after the strike.

The NALC collection at Reuther continues to grow. Most recently, we've added several years' of branch newsletters, so future researchers can get a sense of the union's activities at the grassroots level. It's important to make an effort to document events at the local level, since the work of the union goes on across the country, not just in Washington.

The Reuther, with its professional staff, enables us to safeguard our records and make them more easily accessible to our members and to anyone interested in the history of the NALC, letter carriers, or the American labor movement. We will continue to appropriately expand our collection in Detroit and have discussed the next steps with the director of the archives. Although Dr. Myers is leaving the Reuther to take another position in the field, we anticipate continuing our productive relationship with the new leadership. Our records are not donated to Reuther; the NALC continues to own everything stored there and can retake possession at any time.

Not everyone can make it to Detroit (although we encourage anyone who can to make the trip). But at least some of the collection will be available for convention delegates to appreciate in Philadelphia, via a new exhibit being produced with the assistance of a labor archivist. Our history will be presented through photographs, documents and other artifacts from the union's collection, both here at national headquarters, and at Reuther. After the convention, a version of this exhibit will be available for branches to borrow through the IC, as was done with the exhibits from the Boston and Anaheim conventions. This is another way to help all NALC members appreciate the union's past.

A N ASSOCIATION IS DEFINED AS “a group of people or organizations joined together for a purpose” (emphasis added).

NALC and the Muscular Dystrophy Association have worked together since 1952 to find help and hope for those who are afflicted with muscular dystrophies. That includes more than 40 diseases, including Duchenne’s MD, which targets young boys generally, and Lou Gehrig’s disease (ALS), as well as many others.

The association between NALC and MDA has turned out to be a productive one. We were MDA’s first national sponsor and we are still a leader in helping MDA in its fight for those stricken with muscular dystrophies.

What is most important though is to remember our purpose. MDA is the only charitable cause that has been formally adopted by our union. While many branches take part in other local charitable causes, MDA has our devotion. We have never stopped working for these families and our commitment is to be there until a cure is found.

MDA provides clinics and other help for the families. From wheelchair repair to flu shots, MDA is actively involved with each

child who comes through the door at no cost to those families. Your contributions fund all these efforts. Since 2012, we have raised an additional \$3.9 million. You all should be proud of what we’ve accomplished.

But that is not enough. Since I assumed the office of president, we have added a push for “bowlathons” and “Fill the Satchel” events to help us add to our totals. We are now working hard at beginning “Muscle Walks” where branches are looking to get a start in fundraising or to expand their efforts. It is an easy way to increase our giving. Our goal is to increase our totals every year. Can we do it? I believe we can. We’re asking each branch to put forth more effort. We now have about 600 branches actively raising funds for MDA and we have more than 2,200 total branches. Please consider joining us for all our efforts. We will continue these events each year so branches can plan accordingly.

Dramatic changes are occurring every day in research and we are seeing drugs and therapies that offer those afflicted a better quality of life. The support the MDA gives to families makes a huge difference.

When NALC visited a summer camp

in Florida last year, I personally attended because I feel so deeply about our commitment. Moreover, I looked into the eyes of each of those kids and saw the hope they have because of MDA. The parents are also depending on our commitment.

We are struck by how MDA shares research gains with other genetic scientists to benefit those with other genetic diseases. You can rest assured that many benefit from their work in addition to those with the neuromuscular illnesses covered by MDA.

So what is our joint purpose? For me, it is to work with MDA to lessen the burden so that these folks can live the best life they can. It will be different to each person with MD.

What is my message to you, the members? If your branch is actively involved with the Muscular Dystrophy Association, seek to increase your efforts. If your branch is not involved, why not? Appoint an MDA coordinator for your branch today. Start small, but, by all means, start.

Join NALC and MDA as we purpose to find that help and hope for each individual. One day we will look back and say we were part of a great effort that made a difference. Our purpose will be realized.

T HE NALC RESEARCH DEPARTMENT serves as the source of research and analytical support to NALC’s Office of the President, Executive Council and staff of each of the union’s major departments. The department analyzes developments in the labor market, the economy, trade and public policy that could impact NALC members.

Our work aims to expand the union’s understanding of issues that shape the NALC’s political and legislative advocacy, interests in collective bargaining and contract administration and communications.

Beyond the walls of the Headquarters building, the research team serves as one of the NALC’s liaisons in our activities with the AFL-CIO and its affiliates, our sister unions of UNI Global Union, and in the broader research and policy world.

The department is run by Jim Holland, who was hired as the NALC’s research

director in May 2013. Holland previously worked as a research analyst for the United Auto Workers in Detroit and as a research analyst for the United Steelworkers in Pittsburgh and Boston. Prior to his career in labor, he had an eight-year career as an investment banker in New York with the financial services company Merrill Lynch.

Major projects since May 2013 have included:

- Working with outside advisors Lazard to create a targeted postal reform plan that supports jobs, preserves services, and puts the Postal Service on firm financial footing.
- Briefing the NALC Executive Council on Postal Service finances and quarterly results.
- Analyzing and summarizing reports published by the USPS Office of Inspector General and the Postal Regulatory Commission.

- Working with the NALC Legislative and Political Affairs Department and the NALC’s chief of staff to analyze postal reform bills in the House (H.R. 2748, H.R. 4670), Senate (S. 1486), and postal reform provisions in President Obama’s FY 2015 budget.
- Analyzing Postal Service quarterly and annual financial statements, and working with the NALC Communications Department to communicate to the public and media the Postal Service’s recent operating improvements.
- Advocating for NALC positions at postal research conferences.
- Working as a member of the NALC Website Task Force (a team assembled by President Rolando for upgrading the NALC website).
- Assisting the Education Department in training and educating NALC members in economics at the Leadership Academy.

THIS REPORT IS HEREBY SUBMITTED to the officers, delegates and all members of the National Association of Letter Carriers and the National Auxiliary. At the start of my fourth term as president, in the summer of 2010, we were hopeful that our efforts to reelect our current Democratic president, Barack Obama, would prevail and that many more congressional seats would be taken by worker-friendly candidates. Although we were happy to retain our president, unfortunately the latter did not happen. States like Wisconsin and Ohio, which had already been hit hard by union-busting laws, did not fare well. My executive board came up with this year's theme, "This is what democracy looks like," to remind us all where we have been and where we must continue

to go and to make our voices heard before we are drowned out by those who want to crush us.

We have welcomed two new officers to our board: Pam Fore and George Anna Myers. I am happy to report they have done an excellent job acclimating themselves to their new positions. Vice President Cythensis Lang and Secretary Marie Rasmussen, as always, make the national auxiliary proud and the five of us have become a fine-tuned group. I would like to publicly thank them for all their hard work and time.

Our assignments to state conventions have been few and far between. Many state auxiliaries no longer hold conventions because of not being able to meet a quorum. This is very sad and I encourage state associations to help their auxiliaries assemble enough mem-

bers so they can continue to be active on the state level. I assigned Pam Fore to the Florida state convention, which she attended. She also represented the auxiliary at the Nalcrest's 50th anniversary. George Anna Myers attended the Missouri state convention and a Christmas banquet in Sedalia, MO. Cythensis Lang attended the Alabama and Washington state cConventions. Marie Rasmussen and I attended the Wisconsin state convention. I thank all my officers for taking the assignments I have given them.

I have enjoyed my four terms as president of the NALC Auxiliary, and after 14 years, I am retiring from the executive board. I wish my successor much success and happiness as the new president.

Yours in auxiliary and union activism,

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

in 2014 is June 1-Aug. 31. Applicants must be endorsed by a union leader who commits to being their mentor throughout the Leadership Academy experience and to provide them with additional learning opportunities. Each fall, 60 students are selected from among the hundreds of applicants to attend either the winter/spring or the summer/fall class in the following year.

the commitment to work hard and help others that we see in each successive leadership class. If what we see in the Leadership Academy is any indication of the future leadership of the NALC, and we believe that it is, we have a bright future ahead of us.

ACTIVE TRAINING

NALC LEADERSHIP ACADEMY

Started in 2005, the NALC Leadership Academy continues to reflect the national leadership's belief in the importance of developing and preparing current and future NALC leaders for the challenges of today and those that are surely ahead. June 2014 saw the graduation of the 17th class, bringing the total number of graduates to more than 500. Director Lumm works closely with retired national officers Jim Williams and Jim Korolowicz as well as Nancy Dysart, director of the NALC Information Center, to coordinate and conduct the Academy.

The rivers of NALC talent and dedication continue to run deep as evidenced by the high quality of each new Leadership Academy class. Currently, Academy graduates account for nearly a third of the regional administrative assistants, more than half of the NALC Headquarters letter carrier staff, at least 15 current or former state presidents, and two national officers. Additionally, across the country Academy graduates have been elected to leadership positions in their local branches, small and large, many becoming full-time union officers. Just as important, hundreds of graduates have gone on to serve the NALC in various other capacities such as arbitration advocates, Dispute Resolution Team members, OWCP representatives, shop stewards, route adjustment team members, as well as Food Drive, MDA, and community service coordinators, just to name a few.

After seven years at the George Meany Center for Labor Studies in Silver Spring, MD, the Academy was moved to the Maritime Institute just outside of Baltimore in January 2013 when the Meany Center closed after nearly 40 years of service to the labor community. While the Academy's new home is a bit farther from NALC Headquarters, it is a union-owned and -operated facility that more than meets our needs. Its close proximity to the BWI/Marshall airport makes it quite convenient for the students.

Admission to the Academy begins with the completion of a written application form available on the NALC website or from the national business agent's office during the application acceptance period, which

We are constantly encouraged by

The Leadership Academy consists of three week-long sessions over a five-month period. In between the three weeks of classroom sessions, students are required to complete outside learning projects based on the curriculum covered during the previous week's session and submit a written report about it. Each project must receive approval by the Academy staff and each report is edited and critiqued by staff writers.

The Academy curriculum is designed to both develop and enhance the knowledge

COMBINED FEDERAL CAMPAIGN

THE NALC HAS LONG BEEN AN enthusiastic supporter of the Combined Federal Campaign, which is designed to allow postal and federal government employees to make charitable donations through payroll deduction.

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

and skills that are essential for NALC leaders. In addition to the Academy staff, each of the resident national officers as well as dozens of headquarters staff, help teach these topics, providing students with the NALC's top experts in each field. As the Academy has developed over the past nine years, so has the curriculum. While much of the original core of subjects remains, others have been added, deleted or changed as the Academy constantly strives to provide to best educational experience possible for each class. Although time adjustments are sometimes necessary due to the demanding schedules of the resident officers, the subjects presented are as follows:

Week 1: Building effective unions, leadership approaches, leadership self-assessment, labor and NALC history, NALC bargaining history, how adults learn, learning styles, teaching techniques, preparing a teaching outline, *NALC Constitution* and bylaws, effective meetings and committees, leadership and character, and ethical decision-making. Students are also required to prepare and teach a class.

Week 2: The legislative process, community services, grammar and writing skills, writing tools, clear and effective writing, computer resources, creating newsletters, communication and active listening, Workers' Compensation, Mutual Benefit Association, retirement programs, NALC Health Benefit Plan, public speaking for union leaders, contract administration, and the dispute resolution process. Students are also required to give three speeches, one before a small group, one before a large

group and one "after dinner" speech before their classmates and the resident officers.

Week 3: NALC demographics and diversity, strategic planning, one-on-one campaigns, the Postal Service and the economy, negotiating techniques, interest-based dispute resolution, LMRDA and reporting requirements, fiduciary duties of branch officers, branch record-keeping, NALC dues and membership, basic tax rules for local unions, city delivery, safety and health, recruiting union activists, developing and mentoring new leaders. During the course of the week, students are also required to develop, in groups, a strategic plan to deal with a specific problem in a branch and make a presentation of their plan to the class.

This wide variety of subjects, along with the expertise of the instructors and the dedication of the students, has a synergistic effect where the total Leadership Academy experience is far greater than the sum of its parts. As noted above, graduates have already made a considerable impact upon the NALC as many have gone on to leadership positions at their branches as well as at the state, regional and national levels.

NATIONAL SECRETARY-TREASURER TRAINING

The NALC conducted national secretary-treasurer workshops in the winter of 2013 in Cleveland and Orlando, which were attended by several hundred branch presidents, secretaries, treasurers and other financial officers. Director Lumm worked with NALC Secretary-Treasurer Broendel to conduct each of these two-and-a-half-day sessions. Other presenters included NALC Information Center Director Nancy Dysart, Director of Membership Wayne Nicely, and outside auditors David Dorsey and Scott Price.

The sessions covered topics of interest to those with branch fiduciary responsibilities, such as: reporting requirements under the labor management reporting and disclosure act, payroll systems and controls, preparing Forms LM-3 and IRS 990, basic tax rules, branch fiduciary responsibilities, branch records management, strategic budgeting, dues and membership and branch self-audits. Director Lumm also worked Secretary-Treasurer Broendel to produce updated versions of the *Secretary-Treasurers Training Manual* and the *Branch Officer's Guide to Finance and Administration*.

STEP B TRAINING

The NALC continues to work with USPS headquarters to prepare and conduct joint training for Step B candidates as part of the Dispute Resolution Process. There are cur-

rently 58 teams actively employed to cover the 67 USPS districts around the country. This means that providing replacement and backup training is an ongoing process. Since the Minneapolis convention, week-long Step B training sessions were held at the Bolger Training Center in October 2012, January, April and October 2013 and April 2014. Director Lumm, along with his counterpart from the USPS, head a training team consisting of USPS and NALC Headquarters staff, regional administrative assistants, area labor representatives and experienced Step B team members.

Step B candidates receive training on various sections of the contract, *JCAM* and postal manuals as well as in contract application, computer research and decision writing. In order to become certified as a Step B team member, candidates must satisfactorily complete all work assignments, demonstrate proficiency in decision writing and pass a comprehensive written examination on the contract. The NALC continues to work with the Postal Service staff to improve and update this training.

NATIONAL CONVENTION

At the 2012 National Convention, the NALC presented a week-long training school for shop stewards that covered grievance handling from the investigation of an incident through the arbitration of a grievance. The class will be offered again in this year Philadelphia. The school will consist of four classes, one each afternoon, Monday through Thursday. As the class moves through the week, the students will learn about the various aspects of investigating, preparing and presenting grievances at Informal A, Formal A and Step B of the grievance procedure. The class will also follow a specific grievance as it moves through this process and is ultimately heard before an arbitrator at a mock arbitration hearing conducted Thursday afternoon. Students will see how various events that occurred during the processing of the grievance affect the ultimate outcome of the case.

POSTAL RECORD

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

THE NALC COMMUNICATIONS AND

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

Our communications efforts include commenting on specific newsworthy issues, while also more broadly explaining the real financial situation at the United States Postal Service and the economic and social value of the universal network. We also promote the policies that will best enable USPS and letter carriers to continue to provide the world's best delivery service. To a large extent, all of these efforts require first dispelling the prevailing myths about USPS that get circulated by reporters, commentators and politicians who are either uninformed about the Postal Service or ideologically hostile to government, public service and public employees. Much progress has been made in these areas in the past couple of years, with reporters now routinely including the pre-funding mandate in their news stories and often mentioning the operational profits being realized by the Postal Service.

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

Our goal: to influence public policy in ways that will ensure a prosperous future for the Postal Service and for letter carriers, one that will allow us to continue to offer Americans and their businesses the world's most affordable delivery service.

In that endeavor, we have four audiences: our members, the public, lawmakers, and the media. Here, media is both a target audience and a means of reaching the other audiences.

In delivering our message, we have two spheres of activity—internal communication (to NALC members) and external communication (largely through the media),

with a good deal of interaction between the two.

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

The chief forms of communication with members are *The Postal Record*, the NALC's monthly magazine that is sent to our 270,000 members, and the NALC's website, nalc.org. The *NALC Bulletin*, a periodic publication that is posted in branch halls and post offices, also is central to our efforts. Additionally, we speak regularly with members, from national business agents to rank-and-file members, often by telephone. This generally results from the initiative of members seeking help or guidance in responding to inaccurate or misleading media reports. It also occurs when journalists ask our department to provide a local letter carrier to interview for a news story.

We seek to influence the public primarily by getting out our message to the media, whether national, regional or local outlets. That involves responding to requests for comments by reporters working on a story, whose requests range from basic information to telephone interviews with national officers to on-camera interviews with local letter carriers. It also includes getting our message across directly in the media, by writing commentary pieces and letters to the editor, or by arranging for officers or rank-and-file members to appear on radio and TV talk shows. In addition, informed members help communicate the message to the public through rallies and individual conversations with friends or customers.

For the third audience, elected officials, rather than communicating directly with them, our department seeks to influence them through our work with the media, as well as by informing and motivating members and the public to communicate with their legislators.

Given the importance of the media in providing information and in shaping views, we spend a good deal of time "educating" reporters as to the actual situation at the

Postal Service so they will have a broader and more accurate understanding. This has two goals: That their daily news stories will better reflect reality, and that the reporters will undertake enterprise stories (stories removed from the daily news cycle) in which they try to provide context about the postal situation that often is missing in the public debate, whether the finances, the legislative fixes, the opportunity for offering new services to an evolving society or the value of the universal network.



INTERNAL COMMUNICATIONS

The Postal Record is, as mentioned, our chief communications vehicle with the membership. It is a unique resource, without peer in the U.S. labor movement in size, scope and quality. The official journal of the NALC, *The Postal Record* is older than the union itself, having been founded in 1887. Its pages focus on the concerns of letter carriers in the workplace, legislative and political spheres, and when relevant, place this in the context of the broader labor movement. The emphasis is on

straightforward information so members can make their own informed decisions. The magazine also explains how members can help make the NALC stronger. We provide thorough and up-to-date reports on our craft, the Postal Service, congressional action and the many notable efforts of our members to improve the communities in which they work and to serve our customers, including as heroes or through the annual food drive or the Cities' Readiness Initiative.

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

The Postal Record has featured a wide range of articles recently, including strong encouragement for members to get involved in the fight to save the Postal Service; continuing updates on legislation; the possibility of banking in the USPS' future; the 50th anniversary of Nalcrest; preparations for the Biennial Convention in Philadelphia; and NALC's military veterans.

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

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

A sweeping update of the website was underway as this report was being prepared. The update, planned for launch this summer, is designed to take full advantage of the latest web technologies, creating a site that's geared equally for viewing on the desktop and for browsing via smartphone. This will be the site's most radical update since 2001.

Additionally, thanks to Director Philip Dine's work boosting the NALC's presence in the media and his related efforts with NALC officers and members to help get the message out, the website's frequently updated Postal Facts section displays numerous letters to the editor or commentary pieces written by NALC leaders and rank-and-file letter carriers, radio or TV appearances by NALC members, and electronic or print reports that cover the Postal Service and that often quote NALC leaders. The Communications staff also works closely with other Headquarters departments to post important information in timely fashion.

The department delivers vital information to members quickly through the e-mail-based NALC e-Activist Network, which is designed to alert members instantly about pending legislation and labor campaigns and to spur action when necessary. Members who provide an e-mail address—either by signing up on the NALC's website or on paper—receive updates on postal-related legislation, NALC's political agenda and similar materials. When the time comes to act, the network allows participants to send personalized e-mails directly to members of Congress and other targeted individuals.

We provide frequent updates on social media, including Facebook ([facebook.com/nalc.national](https://www.facebook.com/nalc.national)), Twitter (@NALC_National) and Instagram (LetterCarriers). The staff employs means such as these to spread the NALC message and generate enthusiasm among the rank and file for the union's agenda. We use YouTube to post NALC-made videos, Flickr to share the hundreds of photos taken at various events throughout the year, and even SoundCloud to pass along relevant audio, such as radio interviews featuring NALC members.

The Communications and Media Relations Department also provides creative, editorial and publications support for other departments, and prepares materials for national conventions. The expertise and experience gathered in the department gives other NALC Headquarters operations the ability to create professional-quality publications in-house at a substantial savings over contracting with outside

vendors, to produce items ranging from greeting cards and invitations to major works such as the updated *Carriers in a Common Cause* and the *Joint Contract Administration Manual (JCAM)*.

For national conventions, the department produces the *Officers' Reports* book, the *Financial Reports* book and the *Pocket Guide*, and helps produce specialty items such as the Contract DVD, all distributed at the convention.

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

In Philadelphia, the staff also will conduct two workshops, one for branch editors and designers, the other focused on helping NALC members get the union's message out to the media and the public. The editing and design workshop will include presentation of the Branch Publications Awards for outstanding newsletters and websites and for individual efforts. The workshop on getting out the message will include media strategies and practical tips. Immediately following the convention, the department produces a special convention edition of *The Postal Record* to share convention business with the full membership. Later, the staff assembles the Convention Proceedings, a verbatim account mailed to every branch represented at the event.

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

EXTERNAL COMMUNICATIONS

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

MSNBC to local TV and radio stations and from the wire services and *New York Times* to print media at all levels.

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

Along with giving numerous interviews and statements to media outlets, President Rolando has recorded audio newsfeeds that go to radio stations and networks around the country—addressing the truth about postal finances, the work of letter carriers and the value of the network—that have been heard by millions of listeners.

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

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

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

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

MEET THE DEPARTMENT

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

- Philip Dine, the department's director, the editor of *The Postal Record* and the union's media liaison.
- Mike Shea, the NALC's designer and web editor.
- Joe Conway, the online engagement coordinator and the managing editor of the *NALC Bulletin*.
- Rick Hodges, a writer and editor.
- Jenessa Kildall, the department's editorial assistant.

These five staff members provide most of the story-idea generation, research, interviewing, writing, editing, copy-editing, photography, design, layout and production for department projects. (Another NALC staff member, Sean Crosbie, splits his time between the NALC Information Center and the Communications and Media Relations Department.)

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

Shea's duties include coordinating with other Headquarters departments and national officers to produce print materials. Along with proposing story ideas and cover concepts for the magazine and writing

COST OF THE POSTAL RECORD

	4/10 to 3/12	4/12 to 3/14
Printing	\$2,793,081	\$2,317,235
Postage	\$1,475,010	\$1,684,604
Total	\$4,268,091	\$4,001,839
Number of issues	23	24

COST OF NALC BULLETIN

	4/10 to 3/12	4/12 to 3/14
Printing	\$176,561	\$142,867
Postage	\$243,771	\$235,000
Total	\$420,332	\$377,867
Number of issues	36	30

articles, he handles the design, layout and production schedule. He has led the effort to upgrade the union's website, holding regular meetings with staff members and outside vendors to make sure the union's members get a website that meets their needs. Shea, who has been with NALC since 2002, serves as the union's chief photographer at most major events.

Conway joined the department in 2005 as assistant editor and writer. Since 2010, he has taken on the day-to-day administration of the union's website at nalc.org, served as the technical operator of the e-Activist Network, and administered the union's social media presence on websites such as Facebook, Twitter and YouTube. He leads weekly meetings with select NALC staff members to brainstorm and discuss ideas for original social media posts. Conway continues to write news and feature stories for the magazine and edit copy, and he writes the union's periodic broadsheet publication, the *NALC Bulletin*. He also serves as a backup photographer.

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

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

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

Over the 24 years that PERF has existed, it has provided grants to 3,194 postal employees, providing grants totaling \$18,871,000 to individuals—including hundreds of letter carriers—who have requested assistance related to losses from earthquakes, hurricanes,

tornadoes, flooding, wildfires, home fires and other natural disasters.

The fund receives most of its money from payroll check-off donations through the annual Combined Federal Campaign, although some individual and organizational donations also are received. As of April 1, 2014, the fund had a remaining balance of \$2,370,107.58.

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

Generous contributions from postal employees and others through the Combined Federal Campaign have allowed the fund to maintain a stable base of resources. An inspired effort for CFC donations is needed this fall to continue PERF's work. Donations can be made through CFC #10268. Checks can be mailed to:

Postal Employees' Relief Fund
P.O. Box 7630
Woodbridge, VA 22195

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

IN 1986, UNION PRIVILEGE WAS launched by the AFL-CIO as a benefit program for union members and their families. Designed to increase the purchasing power of millions of union workers, the program continues to be administered by the AFL-CIO Executive Council, of which I am a member.

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

I am proud to report that not only do our members carry the UnionPlus credit card in large numbers, each and every officer of the NALC uses the UnionPlus card as well. As of the end of 2013, 32,222 members of the NALC had a UnionPlus credit card backed by Capital One.

Why do letter carriers carry the card? Where else can members receive a union advocate for any dispute regarding the

card? Only at Union Privilege. Where else can you get help when disaster, disability or illness strikes? Only Union Privilege provides grants to its members who find themselves in need. There are more than a few letter carriers who were fortunate enough to have their credit card payments made for them by Union Privilege in the last few years while they recovered from a debilitating illness or injury.

Union Privilege is not just about a credit card. It's about mortgages—with great interest rates and low cost loan fees—with 3,451 Union Privilege closings involving NALC members. Union Privilege also provides wireless discounts through AT&T, as well as discount car rentals, auto sales and motor club services, to name a few.

In addition, the children of many letter carriers have Union Privilege to thank for their part of the \$150,000 in scholarships that are awarded annually. In 2012, Timothy Foster, son of Dallas

Branch 132 member James Foster, was awarded a \$500 scholarship; Bertie Geng, daughter of Long Island Merged, NY Branch 6000 member Zhengyi Geng, was awarded a \$3,000 scholarship, and Oscar Wong, son of Garden Grove, CA Branch 1100 member Kenneth Wong, was awarded a \$2,000 scholarship.

Union Privilege Scholarship winners in 2013 included Brianna Dombo, daughter of Cleveland Branch 40 member Dennis Dombo, who was awarded a \$750 scholarship; Dylan Leone, son of Pittsburgh Branch 84 member David Leone, who was awarded a \$1,000 scholarship and Oscar Wong, son of Garden Grove, CA Branch 1100 member Kenneth Wong was awarded a \$1,000 scholarship.

A complete list of every benefit you are entitled to is at unionprivilege.org. Why not take a look at your union-won discounts before you make another purchase?

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; the lapel pins are given to our 60-year members and the plaques are awarded on the members' 70th and 75th anniversaries.

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

These are the honors we bestow:

50-year gold cards: In 1939, the convention delegates voted to honor retirees with gold cards.

60-year lapel pins: The lapel pin tradition began in 1954 at the Cleveland convention.

70- and 75-year plaques: The convention in 1974 determined that plaques should be given to any letter carrier achieving 70 and 75 years of membership.

The following presentations have been made since the Minneapolis Convention:

80-year plaques: 1
75-year plaques: 9
70-year plaques: 54
60-year pins: 636
50-year gold cards: 1,970

DUTY OF FAIR REPRESENTATION CASES

Bozkurt v. USPS, NALC—This action by a former transitional employee was filed in the U.S. District Court for the Southern District of New York in November 2009. The complaint alleges that USPS improperly removed the Plaintiff and that NALC failed to properly represent him in connection with the removal. The court denied USPS' and NALC's motions for summary judgment, and the case was scheduled for trial. After a bench trial, the court granted judgment to USPS and NALC in March 2013, dismissing the case. Plaintiff did not appeal.

Anthony Thomas v. Potter—This action by a former letter carrier in Bronxville, NY, whose removal was upheld by an arbitrator, was filed in the U.S. District Court for the Southern District of New York. The second complaint, which named NALC as a defendant for the first time, was filed July 1, 2010. Plaintiff asserted claims for (1) breach of the National Agreement (against USPS and individual supervisors); (2) breach of the duty of fair representation (against the NALC); (3) violations of Title VII (against all defendants); and (4) a state law claim for intentional infliction of emotional distress (against all defendants). Defendants filed motions to dismiss on Sept. 7, 2010. On Aug. 19, 2011, the Court dismissed with prejudice Plaintiff's unfair representation and Title VII claims against NALC, and his breach of contract claim against USPS. The Court also dismissed his Title VII claim against USPS and his state law "emotional distress" claim against both USPS and NALC, but afforded him leave to his amend complaint to restate those claims. On Nov. 4, 2011, Plaintiff filed an amended complaint, and NALC again moved to dismiss. On Jan. 26, 2012, the Court dismissed all of the remaining claims. Plaintiff, acting *pro se*, filed an appeal with the United States Court of Appeals for the Second Circuit on Feb. 23, 2012. The Court of Appeals affirmed the dismissal on March 20, 2013. The time in which Thomas may have appealed to the U.S.

Supreme Court has expired. The case is now closed.

Hall v. NALC, Branch 426, and USPS—This action was filed by an individual letter carrier on April 21, 2011, in the U.S. District Court for the Southern District of Ohio. The Plaintiff lost her limited-duty assignment as a result of the National Reassessment Program. The branch grieved and reached a settlement at the Formal A step which resulted in Plaintiff's regaining her job. The lawsuit sought recovery of four months' back pay and benefits that were not included in the settlement. NALC and USPS filed motions for summary judgment that were referred to a magistrate judge. On Sept. 17, 2013, the magistrate judge issued a report recommending that the motions be granted. On Nov. 27, 2013, the Court adopted the recommendation, granting the motions for summary judgment and terminating the case.

Metroka-Cantelli v. Donahoe, USPS, and Branch 118—This action by a former transitional employee was filed Jan. 31, 2012, in the U.S. District Court for the Northern District of Ohio. The complaint alleges violations of the FMLA and the National Agreement against the Postal Service and breaches of the duty of fair representation and sex discrimination against the branch. Defendants filed motions for summary judgment on Feb. 28, 2013. On Nov. 5, 2013, the Court granted summary judgment in favor of the branch. The Court declined to dismiss the plaintiff's claim against the Postal Service for interference with her FMLA rights.

Dupree v. NALC and USPS—This action by a former letter carrier whose termination (for participation in a sickout in 2010) was upheld in arbitration was filed May 2, 2012, in the U.S. District Court for the Southern District of Illinois. NALC answered the amended complaint on Sept. 20, 2012. After completion of discovery, NALC filed a motion for summary judgment motion on March 22, 2013. On June 11, 2013, the court granted NALC's motion.

Mason v. NALC and USPS—This action by a former letter carrier whose

termination (for participation in the same sickout as Dupree, above) was filed May 17, 2012 in the U.S. District Court for the Southern District of Illinois. After the decision in Dupree, plaintiff's counsel sought to withdraw this case without prejudice. However, on Oct. 2, 2013, the Court ordered that the case be dismissed with prejudice.

Carrington v. USPS and NALC—This case was originally filed in the U.S. Court of Federal Claims and was transferred to U.S. District Court for the District of Columbia on Aug. 16, 2012. The plaintiff is a former letter carrier whose termination was upheld in arbitration. His complaint alleges various claims against USPS and a claim for breach of the duty of fair representation against NALC. NALC answered the complaint on Nov. 26, 2012. After completion of discovery, NALC and USPS both moved for summary judgment. On May 19, 2014, the court granted the motions and dismissed the case.

Washington v. Donahoe et al.—This lawsuit was initially filed in the U.S. District Court for the District of Columbia and transferred by Court to the District of Maryland in January 2013. Plaintiff amended her complaint on Feb. 22, 2013. She is a former letter carrier whose termination was upheld in arbitration in May 2010. The complaint purports to raise claims against the USPS, various Postal Service entities and personnel, the arbitrator, and five present or former union representatives. On Dec. 12, 2013, the Court granted all the defendants' motions to dismiss the complaint. The Court found that the claims against the union defendants were barred by the statute of limitations. Plaintiff's motion for reconsideration was denied on Feb. 4, 2014. The plaintiff has appealed the District Court's decision to the U.S. Court of Appeals for the Fourth Circuit. On April 10, 2014, the plaintiff filed an informal opening brief and on April 28, 2014 the union defendants-appellees filed an informal response brief. On June 2, 2014, the Court of Appeals affirmed the dismissal of the case.

Banh v. USPS and NALC—The complaint in this case was filed Jan. 31,

2013, in the U.S. District Court for the Central District of California. The plaintiff was a former letter carrier whose termination was upheld in arbitration. Defendants moved to dismiss the complaint, and the plaintiff did not file oppositions. The Court granted the motions and dismissed the case on May 21, 2013, as to NALC and on June 4 as to the USPS defendants.

Ware v. Donahoe and NALC—This action by a former letter carrier was originally filed on April 5, 2013 in the U.S. District Court for the Southern District of Texas. The complaint alleges that USPS acted unlawfully when it fired the plaintiff for excessive absenteeism in 2012, and that NALC and Branch 283 breached their duty of fair representation by allegedly not grieving the removal. The case is in discovery.

Jensen v. Donahoe and NALC—This action by a currently employed letter carrier was filed May 17, 2013, in the U.S. District Court for the Eastern District of Louisiana. The complaint alleges that USPS has failed to comply with arbitration awards concerning plaintiff's entitlement to limited duty within his preferred schedule, and that NALC breached its duty of fair representation by failing to initiate a lawsuit to enforce the awards. An answer has been filed and the case is in discovery.

Palmer v. Bankhead, et.al.—This action by a former transitional employee, whose employment was terminated in April 2011, was initially filed on April 3, 2013, in the U.S. District Court for the Southern District of Indiana. The complaint names numerous individuals as defendants, including the president of Branch 39. On April 4, 2014, the Court dismissed the complaint against the branch president.

O'Hara v. Donahoe and Branch 283—This action by a former letter carrier was filed Sept. 16, 2013, in the U.S. District Court for the Southern District of Texas. The complaint alleges that USPS unlawfully discriminated against plaintiff on the basis of her disability by, among other things, terminating her employment in 2012. The complaint also alleges that Branch 283 breached its duty of fair representation by allegedly not grieving in June and July 2010 USPS' violations of her restrictions or her removal in January 2012. On Jan. 28, 2014, the Court granted the motions to dismiss filed by Branch 283 and the USPS. On Feb. 18, 2014, the

plaintiff filed a motion for reconsideration, which Branch 283 opposed on Feb. 27, 2014. The Court denied the motion for reconsideration on April 25, 2014, and entered final judgment on April 28, 2014. The plaintiff has filed an appeal to the U.S. Court of Appeals for the Fifth Circuit.

Saunders v. Rolando—This action by a former letter carrier was filed April 3, 2014, in the U.S. District Court for the District of Columbia. The complaint alleges that Branch 142 (which is not named as a defendant in the case) breached its duty of fair representation by allegedly not properly representing the plaintiff at the arbitration hearing on his Notice of Removal. An award denying the grievance was issued on April 1, 2010. A motion to dismiss the complaint was filed on May 9, 2014.

OTHER COURT LITIGATION

Noble v. Sombrotto, et al.—This action was filed in the U.S. District Court for the District of Columbia in February 1994 by letter carrier David Noble against 12 current or retired NALC officers. In September 1995, Plaintiff filed an amended complaint adding NALC as a party. The complaint alleged that NALC failed to provide Plaintiff with documents he requested and used improper procedures when hearing his internal union charges, and that the individual Defendants breached their fiduciary duties under the Labor Management Reporting and Disclosure Act by accepting in-town expenses, convention per diem payments, and FICA reimbursements. In September 2005, after a trial, the court rendered judgment in favor of the Defendants. Plaintiff then appealed the district court's decision to the U.S. Court of Appeals for the D.C. Circuit. In May 2008, the Court of Appeals affirmed the District Court's dismissal of the Plaintiff's claims with respect to convention per diem payments and FICA reimbursements. However, the ruling reversed the District Court's dismissal of the claims with respect to in-town expenses and the alleged failure to provide Plaintiff documents he had requested. The Court of Appeals remanded the case to the District Court for additional findings of fact on the latter issues. Following the remand, the District Court granted

Plaintiff's counsel's motion to be relieved, and he is proceeding *pro se*. Plaintiff filed proposed findings of fact and conclusions of law based on the trial record on Oct. 30, 2010. Defendants' objections and proposed findings and conclusions were filed on Dec. 14. Plaintiff filed his reply on June 1, 2011.

Alexidor v. USPS, et al.—This action was filed in the Southern District of New York on Dec. 13, 2011, by Betty Alexidor, a former letter carrier in Yonkers, New York. The complaint alleged claims against the United States Postal Service, NBA Larry Cirelli, the president of Branch 387 and several other individuals, based on Title VII of the Civil Rights Act and the Americans with Disabilities Act of 1990. On July 9, 2013, the Court granted the motion to dismiss of the NALC defendants.

Cliffside Park Imaging and Diagnostic Center v. NALC—A diagnostic imaging services provider filed a complaint on Aug. 15, 2012, in Superior Court, Bergen County, NJ. The complaint alleges that additional payments of approximately \$6,000 are due for certain MRI claims submitted in 2010 for two Health Benefit Plan enrollees. NALC's attorneys advised counsel for the Plaintiff that the Health Benefit Plan, not the NALC, is the proper party to this action. Counsel for the Plaintiff agreed to amend the complaint to name the Health Benefit Plan, rather than the NALC. Counsel for the Plaintiff is also considering NALC's request to dismiss the lawsuit entirely.

CASES BEFORE THE NATIONAL LABOR RELATIONS BOARD

Rutherford and Branch 124—NLRB Region 15 issued a complaint on Nov. 30, 2012, alleging that Branch 124 unlawfully 1) failed and refused to provide a copy of the National Agreement to the charging party, a non-member 204-b; 2) processed a grievance that caused the charging party's regular assigned route to be declared vacant and that caused the charging party to be classified as an unassigned regular and to lose her regular assigned route and scheduled day off; and 3) initiated a grievance seeking to cause the Postal Service to post the charging party's assigned route. A trial before an Administrative Judge took place in February 2014.

NLRB and Branch 347—On July 31, 2012, Region 19 of the NLRB issued a complaint against Branch 347 on unfair labor practice charges filed by Brian Guzman, a letter carrier employed in Salem, Oregon. The complaint alleged that the Branch failed to provide information Guzman had requested, specifically overtime tracking information that would have allowed him to determine whether his rights under Article 8 of the agreement had been violated. The complaint also alleged that the Branch sought the intervention of the Postal Service with respect to employees' exercise of their rights to criticize the Branch. The Branch filed an answer on Aug. 14. A hearing had been scheduled for May 21, 2013. Prior to the hearing, the Branch agreed to a settlement.

NLRB and Branch 4268—On March 18, 2013, Region 13 of the NLRB issued a complaint against Branch 4268 alleging that the Branch maintained a policy that required non-members and dissidents to use a different grievance procedure from that used by non-dissident members. A hearing was scheduled for Jan. 30, 2014, but on Jan. 8, 2014, Region 13 issued a statement that it planned to withdraw the complaint.

NLRB and Branch 825—On June 13, 2013, Region 13 of the NLRB issued a complaint based on allegations that the president of NALC Branch 825 requested that the USPS discharge the charging party and threatened "employees" with loss of union representation, including no longer filing grievances, because of the "employees' dissident union activities." The Branch filed an answer on June 26, 2013, denying the allegations. A two-day hearing in Chicago was scheduled to commence on Aug. 19, 2013. However, on Aug. 14, the Region issued an order withdrawing the complaint and dismissing the charge.

NLRB and Branch 283—On Aug. 29, 2013, Region 16 of the NLRB issued a complaint against Branch 283 on unfair labor practice charges filed by a letter carrier employed in Houston, Texas. The complaint alleges that the Branch improperly failed to file overtime grievances for her. No hearing date is currently scheduled.

NLRB and Branch 1512—On March 19, 2014, the NLRB issued a complaint against Branch 1512 on an unfair labor

practice charge filed by a letter carrier employed in Gastonia, North Carolina. The complaint alleges that the former Branch president unlawfully threatened employees with a failure to represent them because they filed charges with the Board. A hearing is scheduled for July 7, 2014.

LITIGATION AGAINST NALC HEALTH BENEFIT PLAN

Sportscare of America v. MultiPlan, et al.—This action was filed by a medical provider in New Jersey state court in July 2010 against MultiPlan (one of the HBP's wrap PPO networks), the HBP and several other health plans and health insurance companies. The complaint alleges that the various Defendants paid claims as if the Plaintiff were an in-network provider, but that the Plaintiff did not have any contracts with the Defendants permitting such payments. Accordingly, Plaintiff claims that it should have been paid as an out-of-network provider, which it alleges would have been at higher rates. The complaint alleges that the HBP owes Plaintiff approximately \$15,000 in additional benefits, as well as compensatory and other damages. Upon review of the claims at issue, it appears that the HBP did process the claims using the MultiPlan negotiated rates, and that the Plaintiff was a MultiPlan provider. MultiPlan removed the action to the U.S. District Court for the District of New Jersey on the ground that Plaintiff's claims are preempted by federal law. The answer to the complaint was filed on Dec. 3, 2010, denying liability for Plaintiff's claims. The Court granted a motion to dismiss the HBP, and the case was ultimately remanded to the New Jersey state court, where Sportscare amended its complaint to allege claims against MultiPlan only. The HBP is no longer a party.

Tenet HealthSystem Desert, Inc d/b/a Desert Regional Medical Center v. NALC Health Benefit Plan—In this case, Desert Regional Medical Center asserted a claim of approximately \$729,000 against the Health Benefit Plan, as payment due for certain days of service provided by the Hospital to a Plan enrollee who was a patient at the Hospital. The Hospital claimed that those days of service were improperly deemed not medically nec-

essary. The Hospital demanded arbitration of the dispute with the Plan under the Hospital's contract with CIGNA, the administrator of the PPO network. After the Plan refused to arbitrate the claim, the Hospital, in December 2012, filed a petition to compel arbitration in California state court. In March 2013, the court denied the Hospital's petition, finding that the Plan was not bound to the Hospital's contract with CIGNA. The Hospital did not appeal.

In May 2013, the Hospital filed a lawsuit against the Plan, claiming, among other things, that the Plan breached the contract between the Hospital and CIGNA by not paying the amount allegedly due for the services provided to the patient. In October 2013, the Plan and the Hospital reached a settlement.

Carlo v. OPM, et. al.—Thomas Carlo, a member of the NALC Health Benefit Plan filed a complaint in the U.S. District Court for the Eastern District of New York seeking to overturn OPM's decision affirming the Plan's denial of his claim for benefits relating to back surgery he had in 2011. Carlo filed the complaint on June 5, 2012. The complaint states claims against the Plan, NALC, CareAllies, OPM, treating physicians and the hospital where the surgery was performed. Carlo served the Plan and NALC on June 12, 2012. On June 28, 2012, the surgeons filed a cross-claim against OPM, Care Allies, the NALC and the Plan, alleging that these defendants pre-authorized the surgery. The cross-claim was served on the Plan on July 2, 2012. On July 23, 2012, the Plan's attorneys filed a request for a pre-motion conference which is a requirement under the court rules. They advised that the Plan would seek leave to file a motion to dismiss all plaintiff's claims because the law only provides for a claim against OPM, and not against the carrier or carrier's subcontractors. In response to this request, the Court scheduled a Pre-Motion conference. OPM has informally taken the position that the letter issued by CareAllies pre-authorizing the hospital stay in connection with the surgery contains language sufficient to have induced Carlo to believe that the letter represented a preauthorization for the surgery itself. OPM indicated that it may direct the plan to offer Carlo the amount the plan would have paid for the surgery, had the surgery been covered. It has not done so as of this date.

1. Case No. 06C-4Q-C 09250752 (No Lay-off Protection)—

This national level grievance, initiated by APWU, involved a memorandum of understanding (MOU) between APWU and the Postal Service, providing no lay-off protection for all APWU-represented employees during the term of the current APWU-USPS National Agreement. The MOU covers employees with less than six years service who would not otherwise be protected from lay-off or reduction in force under Article 6 of the Agreement. The issue was whether employees continue to be protected by the MOU in the event that they are transferred to a different craft. Both NALC and the Mailhandlers intervened in this case. A hearing before Arbitrator Stephen Goldberg took place on April 25, 2012. NALC took no position on the meaning of the MOU. However, NALC made clear that if the MOU continues to be applicable to employees reassigned to the letter carrier craft, it cannot be applied in a manner which adversely affects letter carrier rights under the NALC-USPS National Agreement.

On Aug. 1, 2012, Arbitrator Goldberg issued his award, upholding management's position that the no-layoff protection provided by the MOU did not continue to apply to employees who transfer to another bargaining unit.

2. Case No. Q06N-4Q-C 12219976 (Bicycle Helmets)—

This is an appeal under Article 19 of the National Agreement initiated by NALC. At issue is a management instruction requiring all letter carriers who perform outdoor duties while riding a bicycle or tricycle to wear a prescribed helmet. NALC's position is that the instruction violates Article 14 and is not fair, reasonable, or equitable because in certain cases the helmet does not provide sufficient protection from exposure to the sun, and raises other health and safety issues. A hearing was held and completed before Arbitrator Dennis Nolan on May 7, 2013. The parties postponed the submission of post-hearing briefs pending settlement discussions.

3. Case No. Q06N-4Q-C 1211440 (Non-Traditional Full-Time Clerks Excessed to Full-Time Letter Carrier Positions)—

This national level, interpretive dispute, originating in the Westerly, RI Post Office, presented the question whether the Postal Service may excess a clerk craft employee from a Non-Traditional Full-Time (NTFT) assignment to a full-time position in the letter carrier craft under Article 12 of the NALC-USPS National Agreement. The clerk craft employee in question was a part-time flexible who was nominally converted to full-time status but given an NTFT schedule of 30 hours per week pursuant to recent changes in the APWU-USPS National Agreement. NALC took the position that: (1) under the NALC Agreement, only full-time employees from other crafts may be excessed to full-time positions in the letter carrier craft; (2) the employee in question was never "full-time" within the meaning of the NALC Agreement; and (3) in situations where an employee is transferred into the letter carrier craft, the NALC Agreement is controlling.

Hearings before Arbitrator Dennis Nolan took place on Aug. 25 and Oct. 3, 2013. Both APWU and the Mailhandlers intervened, APWU in support of the Postal Service and the Mailhandlers in support of NALC. Post-hearing briefs were submitted on Dec. 10, 2013. Arbitrator Nolan issued his Award on Feb. 16, 2014 sustaining NALC's

position. The Arbitrator held that the Postal Service may not reassign into a full-time carrier position any clerk craft employee who does not meet the definition of full-time employee specified in the Postal Service's Agreement with the NALC.

4. Case No. Q10C-4Q-C 12265307 (Minimum Qualification Standards)—

This national level grievance, initiated by APWU, involves a dispute over the excessing of clerk craft employees to other crafts. The issue is whether the Postal Service may excess employees to other crafts without determining whether the employees are physically capable of performing the new assignment. Hearings took place on Jan. 22 and Feb. 25, 2014 before Arbitrator Stephen Goldberg. NALC intervened in support of the APWU. The Unions' position is that Article 12 of the National Agreement prohibits the Postal Service from reassigning employees across craft lines to positions for which the employees are not physically qualified. The Unions also argued that management is contractually required to determine whether an employee meets the physical requirements of an assignment before the employee is reassigned under Article 12. Post-hearing briefs were submitted on May 5, 2014.

NALC DIRECT ARBITRATION COSTS				
	Two-year period ended 3/31/12	Two-year period ended 3/31/14	Percentage Increase	
Arbitrator's fees	\$2,647,388	\$2,758,187	4.19%	
Cancellation fees	337,969	388,189	14.86%	
Transcripts	—	—	—	
Miscellaneous	—	—	—	
TOTAL	\$2,985,357	\$3,146,376	5.39%	

NALC DISCIPLINE ARBITRATION					
	Sustained	Sustained in part	Denied	Total*	Percent denied
2004	108	68	191	367	52.0
2005	87	76	184	347	53.0
2006	82	63	158	303	52.1
2007	96	73	141	334	42.0
2008	79	63	166	318	52.2
2009	73	72	174	328	53.0
2010	111	83	174	368	52.7
2011	126	86	187	399	53.1
2012	127	96	192	415	46.3
2013	138	52	107	297	36.0
2014	28	27	27	82	32.9

NALC CONTRACT ARBITRATION					
	Sustained	Sustained in part	Denied	Total*	Percent denied
2004	185	37	275	497	55.3
2005	135	41	202	378	53.4
2006	101	37	148	286	51.7
2007	147	18	193	377	51.0
2008	112	33	151	304	49.7
2009	128	30	136	313	43.5
2010	147	22	120	289	58.5
2011	211	35	134	380	64.7
2012	194	55	131	380	34.5
2013	144	56	147	347	42.4
2014	41	11	28	80	35.0

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

Year	Old step: (Last year of Post Office Department)	A	B	C	1	2	3	4	5	6	7	8	9	10	11	12
1970	(First NALC-USPS National Agreement)				\$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		\$7,322	\$7,557	\$7,792	\$8,027	\$8,262	\$8,497	\$8,732	\$8,967	\$9,202	\$9,437	\$9,672	\$9,907	\$10,142	\$10,377	\$10,612
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	\$10,892	\$11,127	\$11,362
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	\$12,008	\$12,243	\$12,478
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	\$12,949	\$13,184	\$13,419
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	\$14,118	\$14,353	\$14,588
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	\$14,722	\$14,957	\$15,192
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	\$16,133	\$16,368	\$16,603
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	\$17,236	\$17,471	\$17,706
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	\$18,481	\$18,723	\$18,965
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	\$20,562	\$20,804	\$21,046
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	\$22,172	\$22,414	\$22,656
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	\$23,034	\$23,276	\$23,518
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	\$23,895	\$24,137	\$24,379
1984		\$22,092	\$22,340	\$22,589	\$22,837	\$23,086	\$23,334	\$23,583	\$23,832	\$24,080	\$24,329	\$24,577	\$24,826	\$25,074	\$25,323	\$25,571
1985		\$23,068	\$23,322	\$23,578	\$23,832	\$24,088	\$24,342	\$24,598	\$24,854	\$25,108	\$25,364	\$25,618	\$25,874	\$26,128	\$26,382	\$26,636
1986		\$24,045	\$24,305	\$24,568	\$24,828	\$25,091	\$25,351	\$25,614	\$25,877	\$26,140	\$26,403	\$26,666	\$26,929	\$27,192	\$27,455	\$27,718
1987		\$25,013	\$25,279	\$25,547	\$25,812	\$26,076	\$26,346	\$26,614	\$26,882	\$27,147	\$27,417	\$27,681	\$27,949	\$28,217	\$28,485	\$28,753
1988		\$26,013	\$26,279	\$26,547	\$26,812	\$27,076	\$27,346	\$27,614	\$27,882	\$28,147	\$28,417	\$28,681	\$28,949	\$29,217	\$29,485	\$29,753
1989		\$27,030	\$27,303	\$27,576	\$27,848	\$28,119	\$28,393	\$28,666	\$28,938	\$29,210	\$29,482	\$29,754	\$30,026	\$30,298	\$30,570	\$30,842
1990		\$28,088	\$28,368	\$28,646	\$28,921	\$29,194	\$29,467	\$29,739	\$30,011	\$30,283	\$30,555	\$30,827	\$31,099	\$31,371	\$31,643	\$31,915
1991		\$29,176	\$29,445	\$29,716	\$29,985	\$30,256	\$30,525	\$30,796	\$31,067	\$31,338	\$31,608	\$31,879	\$32,149	\$32,420	\$32,691	\$32,962
1992		\$30,308	\$30,589	\$30,869	\$31,148	\$31,427	\$31,706	\$31,985	\$32,264	\$32,543	\$32,822	\$33,101	\$33,380	\$33,659	\$33,938	\$34,217
1993		\$31,471	\$31,755	\$32,038	\$32,321	\$32,604	\$32,887	\$33,170	\$33,453	\$33,736	\$34,019	\$34,302	\$34,585	\$34,868	\$35,151	\$35,434
1994		\$32,663	\$32,951	\$33,238	\$33,525	\$33,812	\$34,100	\$34,387	\$34,674	\$34,961	\$35,248	\$35,535	\$35,822	\$36,109	\$36,396	\$36,683
1995		\$33,887	\$34,184	\$34,481	\$34,778	\$35,075	\$35,372	\$35,669	\$35,966	\$36,263	\$36,560	\$36,857	\$37,154	\$37,451	\$37,748	\$38,045
1996		\$35,142	\$35,447	\$35,752	\$36,057	\$36,362	\$36,667	\$36,972	\$37,277	\$37,582	\$37,887	\$38,192	\$38,497	\$38,802	\$39,107	\$39,412
1997		\$36,427	\$36,741	\$37,055	\$37,369	\$37,683	\$37,997	\$38,311	\$38,625	\$38,939	\$39,253	\$39,567	\$39,881	\$40,195	\$40,509	\$40,823
1998		\$37,741	\$38,065	\$38,389	\$38,713	\$39,037	\$39,361	\$39,685	\$40,009	\$40,333	\$40,657	\$40,981	\$41,305	\$41,629	\$41,953	\$42,277
1999		\$39,095	\$39,429	\$39,763	\$40,097	\$40,431	\$40,765	\$41,099	\$41,433	\$41,767	\$42,101	\$42,435	\$42,769	\$43,103	\$43,437	\$43,771
2000		\$40,489	\$40,833	\$41,177	\$41,521	\$41,865	\$42,209	\$42,553	\$42,897	\$43,241	\$43,585	\$43,929	\$44,273	\$44,617	\$44,961	\$45,305
2001		\$41,923	\$42,277	\$42,631	\$42,985	\$43,339	\$43,693	\$44,047	\$44,401	\$44,755	\$45,109	\$45,463	\$45,817	\$46,171	\$46,525	\$46,879
2002		\$43,397	\$43,761	\$44,125	\$44,489	\$44,853	\$45,217	\$45,581	\$45,945	\$46,309	\$46,673	\$47,037	\$47,401	\$47,765	\$48,129	\$48,493
2003		\$44,911	\$45,285	\$45,659	\$46,033	\$46,407	\$46,781	\$47,155	\$47,529	\$47,903	\$48,277	\$48,651	\$49,025	\$49,399	\$49,773	\$50,147
2004		\$46,465	\$46,849	\$47,233	\$47,617	\$48,001	\$48,385	\$48,769	\$49,153	\$49,537	\$49,921	\$50,305	\$50,689	\$51,073	\$51,457	\$51,841
2005		\$48,059	\$48,453	\$48,847	\$49,241	\$49,635	\$50,029	\$50,423	\$50,817	\$51,211	\$51,605	\$52,000	\$52,394	\$52,788	\$53,182	\$53,576
2006		\$49,693	\$50,097	\$50,501	\$50,905	\$51,309	\$51,713	\$52,117	\$52,521	\$52,925	\$53,329	\$53,733	\$54,137	\$54,541	\$54,945	\$55,349
2007		\$51,367	\$51,781	\$52,195	\$52,609	\$53,023	\$53,437	\$53,851	\$54,265	\$54,679	\$55,093	\$55,507	\$55,921	\$56,335	\$56,749	\$57,163
2008		\$53,081	\$53,505	\$53,929	\$54,353	\$54,777	\$55,201	\$55,625	\$56,049	\$56,473	\$56,897	\$57,321	\$57,745	\$58,169	\$58,593	\$59,017
2009		\$54,835	\$55,269	\$55,703	\$56,137	\$56,571	\$57,005	\$57,439	\$57,873	\$58,307	\$58,741	\$59,175	\$59,609	\$60,043	\$60,477	\$60,911
2010		\$56,629	\$57,073	\$57,517	\$57,961	\$58,405	\$58,849	\$59,293	\$59,737	\$60,181	\$60,625	\$61,069	\$61,513	\$61,957	\$62,401	\$62,845
2011		\$58,463	\$58,917	\$59,371	\$59,825	\$60,279	\$60,733	\$61,187	\$61,641	\$62,095	\$62,549	\$63,003	\$63,457	\$63,911	\$64,365	\$64,819
2012		\$60,337	\$60,801	\$61,265	\$61,729	\$62,193	\$62,657	\$63,121	\$63,585	\$64,049	\$64,513	\$64,977	\$65,441	\$65,905	\$66,369	\$66,833
2013		\$62,251	\$62,725	\$63,199	\$63,673	\$64,147	\$64,621	\$65,095	\$65,569	\$66,043	\$66,517	\$66,991	\$67,465	\$67,939	\$68,413	\$68,887
2014		\$64,205	\$64,689	\$65,173	\$65,657	\$66,141	\$66,625	\$67,109	\$67,593	\$68,077	\$68,561	\$69,045	\$69,529	\$70,013	\$70,497	\$70,981

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

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

2011-2016 National Agreement

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

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

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

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

Note that in 2014 both of the deferred 2013 COLAs, \$146 annually and \$541 annually, will be added to the Step 0 pay rates in Table 2 of the Pay Schedule, which applies to city carriers hired in career positions on or after January 13, 2013. The pay rates of Steps A through N of Table 2 will be increased proportionally, as provided by the contract. (For example, Step A is set at 61.5 percent of Step O, so the COLA for Grade 1, Step A is \$333 annually.)

LETTER CARRIER PAY SCHEDULE

CITY CARRIER WAGE SCHEDULE: EFFECTIVE MARCH 8, 2014

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

Table 1: City Carrier Schedule

RSC Q1 (NALC)

This schedule applies to all carriers hired prior to January 12, 2013

Basic Annual Salaries

CC Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Most Prev. Step
1	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	388
2	46,819	50,851	50,944	53,829	54,248	54,669	55,083	55,499	55,922	56,329	56,750	57,170	57,584	58,011	58,427	421
Part-Time Flexible Employees - Hourly Basic Rates																
1	22.44	24.34	25.07	26.48	26.67	26.87	27.06	27.25	27.45	27.64	27.83	28.03	28.22	28.42	28.61	
2	23.41	25.43	25.47	26.91	27.12	27.33	27.54	27.75	27.96	28.16	28.38	28.59	28.79	29.01	29.21	
Full-Time/Part-Time Regular Employees - Hourly Basic Rates																
1	21.58	23.40	24.11	25.46	25.65	25.84	26.02	26.21	26.39	26.58	26.76	26.95	27.14	27.32	27.51	
2	22.51	24.45	24.49	25.88	26.08	26.28	26.48	26.68	26.89	27.08	27.28	27.49	27.68	27.89	28.09	
Step Increase Waiting Periods (In Weeks)																
Steps (From-To)	A-B	B-C	C-D	D-E	E-F	F-G	G-H	H-I	I-J	J-K	K-L	L-M	M-N	N-O	YRS.	
Grades 1 - 2	96	96	44	44	44	44	44	44	44	34	34	26	26	24	12.4	

Table 2: City Carrier Schedule

RSC Q7 (NALC)

This schedule applies to all carriers hired on or after January 12, 2013

Basic Annual Salaries

CC Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Most Prev. Step
1	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	1,574
2	35,933	37,540	39,147	40,753	42,359	43,966	45,573	47,180	48,787	50,394	52,001	53,606	55,213	56,820	58,427	1,607
Hourly Basic Rates																
1	16.92	17.67	18.43	19.19	19.94	20.70	21.46	22.21	22.97	23.73	24.48	25.24	26.00	26.75	27.51	
2	17.28	18.05	18.82	19.59	20.36	21.14	21.91	22.68	23.46	24.23	25.00	25.77	26.54	27.32	28.09	
Percent Step 0																
1	62.12%	64.25%	67.00%	69.75%	72.50%	75.25%	78.00%	80.75%	83.50%	86.25%	89.00%	91.75%	94.50%	97.25%	100.00%	
2	61.50%	64.25%	67.00%	69.75%	72.50%	75.25%	78.00%	80.75%	83.50%	86.25%	89.00%	91.75%	94.50%	97.25%	100.00%	
Step Increase Waiting Periods (In Weeks)																
Steps (From-To)	A-B	B-C	C-D	D-E	E-F	F-G	G-H	H-I	I-J	J-K	K-L	L-M	M-N	N-O	YRS.	
Grades 1 - 2	46	46	46	46	46	46	46	46	46	46	46	46	46	46	12.4	

City Carrier Assistant Schedule

**Hourly Rates
RSC Q7 (NALC)**

CCA Grade	BB	AA
1	15.30	16.58
2	15.63	16.92