

Subject: **Board Memo 034-16**

Executive Board,

Please find the most recent SDA Chart for EAS effective November 26, 2016. The SDA chart may also be found on the NAPS website under the Forms and Documents section.

NAPS and the USPS also consulted on the issues of FY2017 NPA and increasing the minimum and maximum EAS Salary Schedule prior to the implementation of the FY2016 PFP increase in January 2017. Attached, please find the USPS final FY2017 NPA decision along with the various NAPS correspondence related to this consultative item, including our final comments.

In addition, please find the consultative correspondence and final USPS decision related to updating the minimum and maximum salary levels of the EAS pay schedule effective January 7, 2017, prior to the implementation of the FY2016 PFP pay increases. NAPS viewed this USPS request as a positive for our membership and we responded accordingly.

The FY2017 NPA consultative information and USPS EAS Salary Schedule documents will also be sent out in next week's Board Mail and will be posted on the NAPS website under our Bulletin Board link.

Please share this information with your membership. Thank you.

NAPS Headquarters

**Occupation Codes Eligible for the Supervisor Differential Adjustment (SDA)
Effective November 26, 2016 (PP25-2016)**

Position Group: Plant Maintenance (5% over PS-10, Step P)

Occupation Code	Title	Grade	SDA Minimum
2355-0010	SUPV MAINT OPRNS	17	\$71,257
2355-0022	SUPV MAINT OPER SUP	17	\$71,257
2355-0021	MGR MAINT OPS SUPP	19	\$71,257
1601-0006	SUPV MDC MAINTENANCE	19	\$71,257

Position Group: Vehicle Services (5% over PS-08, Step O)

Occupation Code	Title	Grade	SDA
2330-0040	SUPV TRANS OPERATNS	17	\$63,784
5823-0007	SUPV VEH MAINT	17	\$63,784
2150-7043	MGR VHCL MAINT FCLT	18	\$63,784
2330-0039	MGR TRANS/NETWRKS	18	\$63,784

Position Group: Postal Police (5% over RSC Y (PPO), Step 23)

Occupation Code	Title	Grade	SDA Minimum
2335-0022	SUPV POSTAL POLICE	17	\$61,047
2335-0023	TOUR SUPV PSTLPOLIC	18	\$61,047

Position Group: All Other Eligible (5% over PS-06, Step O)

Occupation Code	Title	Grade	SDA Minimum
2345-6049	SPV CLM/INQ (INT U)	15	\$61,143
0530-0001	SUPV ACCT PAPER	16	\$61,143
2005-0001	SUPV MTRL INQUIRES	17	\$61,143
2301-0002	MGR US HOUSE OF REP	16	\$61,143
2345-0022	MAILING STAND.SPEC.	16	\$61,143
2345-0045	SUPV ML RECVRY CTR	17	\$61,143
0341-6031	SUPV CUST SERV SUPP	17	\$61,143
0356-0002	SUPV REM ENCOD OPER	17	\$61,143
2305-7035	MGR CUSTOMER SERVS	17	\$61,143
2310-0022	SUPV CUST SVCS	17	\$61,143
2315-0066	SUPV DIST OPER	17	\$61,143
2340-0027	SUPV CPTR MAIL FRWD	17	\$61,143
2345-0043	SUPV BUS MAIL ENTRY	17	\$61,143
2330-0072	SUPV SURFACE TRANS CTR	17	\$61,143
6907-0004	SUPV WAREHOUSING & DIST OPS	17	\$61,143
1530-0022	SUPV STATISTACAL PROGRAMS	17	\$61,143
0343-0219	PRODUCT INFO QUALITY ANALYST	17	\$61,143
0610-0001	OCCUP HEALTH NURSE	18	\$61,143
2301-6118	POSTMASTER	18	\$61,143
2305-6039	ASST SUPV ST HS ML	18	\$61,143
2305-7038	MGR CUST SERVS	18	\$61,143
2340-0028	MGR MAIL FORWARDING	18	\$61,143
2345-0107	SUPV CUSTOMER CARE CENTER	19	\$61,143
2315-0087	MGR DISTRIBUTION OPER	19	\$61,143
0356-6003	SUPV CPTR MAINT LABL PRNTG	19	\$61,143
1601-0010	SUPERVISOR, PRINT OPERATIONS	17	\$61,143



NATIONAL ASSOCIATION OF POSTAL SUPERVISORS

National Headquarters
1727 KING STREET, SUITE 400
ALEXANDRIA, VA 22314-2753
Phone (703) 836-9660

November 30, 2016

Mr. Bruce Nicholson
Manager, Labor Relations Policy Administration
United States Postal Service
475 L'Enfant Plaza SW Room 9426
Washington DC 20260-4101

Subject: USPS FY2017 Corporate/Unit NPA Final Decision

Dear Bruce,

The National Association of Postal Supervisors (NAPS) is in receipt of your November 23, 2016 letter regarding the Postal Service's final decision on the USPS FY2017 NPA unit indicators after consultation with NAPS.

NAPS appreciated the opportunity to provide input during the consultative process. Though the USPS did not accept all of NAPS' recommendations, we do thank the Postal Service for giving full and fair consideration to our recommendations and making some modifications to Unit indicator targets and thresholds based on NAPS' input. However, for the record, NAPS is not in agreement with two NPA indicators listed below.

- **Non-Career Employee Turnover/Improvement:** NAPS is not in agreement with the Non-Career Employee Turnover/Improvement indicator. We objected to this indicator in FY2016 and our position has not changed for FY2017. NAPS contends that there are too many variables (family and personal issues, full-time career opportunities outside the USPS, better pay, benefits and work schedules, etc.) outside the control of EAS to have this indicator part of the FY2017 NPA system. The NAPS organization requests the USPS reconsider its decision and eliminate this unit indicator as a compensable target.
- **Total Accident Rate/Improvement:** NAPS is not in agreement with the Corporate and Unit Total Accident Rate/Improvement indicator. This indicator may be in violation of the new OSHA rule scheduled to go into effect on January 1, 2017. Specifically, that rule is *Section 1904.35(B)(1)(IV): Prohibition of Discrimination Against Employees for Reporting a Work-Related Injury or Illness*. NAPS believes the OSHA rule raises serious concerns about including work-related safety and accident data as part of a Postal Service compensation incentive system. The NAPS organization requests the USPS reconsider its decision and eliminate this Corporate and Unit indicator as a compensable target.

In addition, NAPS believes the majority of the USPS final FY2017 NPA targets and thresholds in columns 7 through 15, even after a few modifications, represent quantum leaps in achievability. In our judgment, NAPS' FY2017 NPA recommendations provided fairer and more reasonable targets and thresholds that would motivate and challenge EAS to exceed USPS FY2016 NPA goals and still provide the USPS with the continuous improvement it was seeking.

Best regards,

A handwritten signature in black ink, appearing to read "Brian J. Wagner".

Brian J. Wagner
National President

Representing supervisors, managers and postmasters in the United States Postal Service

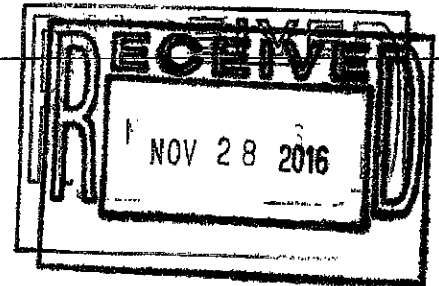
LABOR RELATIONS



NOTED:

PRES: _____
EXEC VP: _____
SECY: _____

To File _____



November 23, 2016

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Mr. Gregory S. Acord
Mr. Anthony D. Leonardi
Co-National Presidents
United Postmasters and Managers
of America
8 Herbert Street
Alexandria, VA 22305-2600

Gentlemen:

This is in reference to our ongoing consultation concerning development of FY2017 National Performance Assessment (NPA) unit indicators in the Pay-for-Performance (PFP) Program.

The Postal Service has determined, following consultation with you, that the enclosed FY2017 NPA unit indicators and related information constitute the Postal Service's decision for FY2017 NPA unit indicators.

Bruce A. Nicholson
Manager
Labor Relations Policy Administration

Enclosure

FY2017 CORPORATE INDICATORS - TARGETS & THRESHOLDS

AS OF 11/22/2016

FY2017 CORPORATE INDICATORS	Proposed FY2017 Targets														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Priority Mail Composite	91.21	92.00	92.35	92.70	93.75	94.80	94.99	95.47	95.94	96.42	96.89	97.61	98.32	99.04	99.75
2 First-Class Parcels / Packages	85.06	86.00	86.50	87.00	89.77	94.80	95.20	95.59	95.99	96.36	96.78	97.52	98.27	99.01	99.75
3 First-Class Letter & Flats Composite	90.74	91.60	92.10	93.10	94.55	96.00	96.18	96.36	96.54	96.72	96.90	97.24	97.58	97.91	98.25
4 Parcel Select	99.43	99.48	99.54	99.59	99.65	99.70	99.74	99.75	99.82	99.86	99.88	99.89	99.91	99.95	99.99
5 Standard / Periodicals Composite	87.00	88.00	89.00	90.10	90.50	91.00	91.60	92.20	93.00	94.00	95.00	96.00	97.00	98.00	98.90
6 Composite Scan Performance	97.10	97.20	97.30	97.40	97.45	97.50	97.65	97.80	97.94	98.09	98.21	98.33	98.46	98.73	99.00
7 Total Accident Rate / Improvement	16.55	16.40	16.34	16.13	15.70	15.00	14.50	14.00	13.50	13.00	12.50	12.00	11.50	11.00	10.50
8 Total Accident Rate / Improvement	0.00	-1.00	-2.00	-3.00	-4.00	-10.00	-13.00	-16.00	-18.00	-20.00	-22.00	-24.00	-26.00	-28.00	-30.00
9 Controllable Income (B)	-0.60	-0.40	-0.02	0.00	0.05	0.10	0.40	0.60	0.80	1.00	1.20	1.40	1.60	1.80	2.00
10 Total Deliveries Per Total Workhours % SPLY	-1.2	-0.9	-0.6	-0.3	0.0	0.6	0.8	1.0	1.2	1.4	1.6	1.7	1.8	1.9	2.0
10 Total Revenue FPR % Plan	-3.00	-2.50	-2.00	-1.50	-1.00	0.00	0.50	1.00	1.50	2.00	2.20	2.40	2.60	2.80	3.00
Customer Insights - POS	81.83	83.35	84.88	86.40	88.41	90.42	92.52	92.77	93.02	93.28	93.51	93.88	94.26	94.63	95.00
Customer Insights - Delivery	75.00	75.43	75.87	76.30	79.48	82.87	85.88	86.79	87.70	88.62	89.53	90.50	92.26	93.63	95.00
Customer Insights - BSN	94.07	94.45	94.82	95.20	95.97	96.73	96.87	97.01	97.15	97.29	97.43	97.57	97.71	97.85	98.00
Customer Insights - eCC (% Reopen Cases)	6.60	6.13	5.67	5.20	4.32	3.44	2.57	2.46	2.35	2.25	2.14	1.98	1.82	1.66	1.50
Customer Insights - Customer Care Center (CCC)	80.00	82.00	84.00	85.20	86.00	86.80	87.60	88.40	89.20	90.00	91.00	92.00	93.00	94.00	95.00
Customer Insights - Index	80.00	83.00	86.00	87.70	88.30	89.00	90.00	92.00	93.00	94.00	95.00	96.00	97.00	98.00	99.00

FY2017 UNIT INDICATORS - TARGETS & THRESHOLDS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Total Operating Expense	5.70	4.00	3.00	2.30	1.00	0.99	-2.00	-4.00	-6.00	-6.00	-7.00	-8.00	-9.00	-9.50	-10.00
2 Total Workhours % Plan	6.08	4.08	3.05	2.03	1.02	0.00	-1.00	-2.00	-3.00	-4.00	-5.00	-6.00	-7.00	-8.00	-9.00
3 Grievance Backlog Reduction - Case Pending	0.00	0.80	0.75	-1.00	-1.09	-3.20	-16.03	-22.65	-28.69	-35.52	-38.69	-37.45	-37.91	-38.36	-40.00
3 Grievance Backlog Reduction - Step 2 -A	60.00	50.00	40.00	30.00	20.00	10.00	5.00	2.00	1.00	0.90	0.20	0.10	0.05	0.05	0.00
3 Grievance Backlog Reduction - Step 3 + B	55.92	48.19	38.45	28.72	18.99	7.28	5.50	3.75	1.97	0.20	0.17	0.15	0.12	0.05	0.00
3 Grievance Backlog Reduction - Cost Reduction	0.00	-1.00	-2.00	-3.00	-4.00	-5.00	-6.00	-7.00	-8.00	-9.00	-10.00	-11.00	-12.00	-13.00	-14.00
3 Grievance Backlog Reduction - Admin Cost Reduction	0.00	-1.00	-2.00	-3.00	-4.00	-5.00	-6.00	-7.00	-8.00	-9.00	-10.00	-11.00	-12.00	-13.00	-14.00
4 Employee Availability Rate	97.48	92.19	92.83	93.51	94.18	95.18	96.18	97.18	98.22	98.56	98.79	98.93	99.12	99.31	99.50
4 Employee Availability - IMPROVEMENT	0.00	0.25	0.50	0.80	1.20	1.60	2.00	2.50	3.00	3.60	4.00	4.50	5.00	5.50	6.00
5 Trips on Time / 24 Hr Clock 12-7am	55.00	71.20	77.40	83.80	88.10	92.50	95.00	97.00	97.61	97.87	98.13	98.32	98.52	98.71	98.91
6 Total Accident Rate / Improvement	16.55	16.40	15.84	15.13	14.70	13.00	14.90	14.00	13.50	13.00	12.50	12.00	11.50	11.00	10.50
6 Total Accident Rate - IMPROVEMENT	0.00	-1.00	-2.00	-3.00	-4.00	-5.00	-6.00	-7.00	-8.00	-9.00	-10.00	-11.00	-12.00	-13.00	-14.00
7 Non-Career Employee Turnover	4.52	4.01	3.60	3.20	2.80	2.44	2.02	1.60	1.18	0.88	0.70	0.50	0.30	0.10	0.00
7 Non-Career Employee Turnover - IMPROVEMENT	0.00	-1.00	-2.00	-3.00	-4.00	-5.00	-6.00	-7.00	-8.00	-9.00	-10.00	-11.00	-12.00	-13.00	-14.00
8 Retail Revenue % Plan (FY16 Actual = TBD; FY17 Plan=TBD)	-10.00	-8.00	-6.00	-4.00	-2.50	0.00	2.00	4.00	6.00	10.00	14.00	18.00	22.00	26.00	30.00
9 Surface Visibility Scanning	76.84	80.22	85.80	87.36	89.20	91.00	92.50	94.00	95.50	96.50	97.20	97.65	98.10	98.55	99.00
10 Contractor Index	87.78	90.05	92.32	94.59	96.29	97.99	99.70	99.73	99.76	99.79	99.82	99.86	99.91	99.95	100.00
11 BMEU Index - EOD Non-Performance	99.566	99.945	99.724	99.802	99.881	99.960	99.963	99.965	99.968	99.970	99.974	99.978	99.982	99.986	100.000
11 BMEU Index - Verification Non-Performance	99.927	99.893	99.859	99.825	99.859	99.893	99.927	99.961	99.978	99.980	99.985	99.988	99.992	99.996	100.000
11 BMEU Scorecard - Full Service Adoption	65.780	66.350	73.870	77.910	81.960	86.000	88.700	91.410	94.110	96.810	97.240	97.660	98.090	98.520	100.000
Customer Insights - POS	51.83	53.35	54.88	56.40	58.41	60.42	62.43	64.44	66.45	68.46	70.47	72.48	74.49	76.50	78.51
Customer Insights - Delivery	76.00	75.43	75.87	76.90	79.49	82.47	85.88	88.79	90.76	92.73	94.70	96.67	98.64	100.00	100.00
Customer Insights - BSN	94.07	94.45	94.82	95.20	95.97	96.73	97.49	98.25	99.01	99.76	100.00	100.00	100.00	100.00	100.00
Customer Insights - eOC (% Reopen Cases)	6.50	6.13	5.87	5.20	4.32	3.44	2.77	2.16	1.55	0.94	0.33	0.14	0.05	0.00	0.00
Customer Insights - Customer Care Center (CCC)	80.00	82.00	84.00	86.00	88.00	90.00	92.00	94.00	96.00	98.00	100.00	100.00	100.00	100.00	100.00
Customer Insights - Incent	80.00	83.00	86.00	89.00	92.00	95.00	98.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
13 Composite Scan Performance	97.10	97.20	97.30	97.40	97.45	97.50	97.55	97.60	97.64	97.68	97.72	97.76	97.80	97.84	97.88
14 Parcel Speed	99.43	99.43	99.43	99.54	99.59	99.65	99.70	99.74	99.78	99.82	99.86	99.89	99.91	99.95	99.99
15 EEO Formals Per 100 Employees vs SPLY	1.51	1.42	1.25	1.14	1.05	0.86	0.65	0.41	0.19	0.02	0.02	0.43	0.29	0.24	0.19
16 3-5 Day Surveys (SIC only)	88.78	89.25	90.88	91.69	92.93	93.99	94.70	95.40	96.10	96.74	97.32	97.89	98.46	99.03	99.60
17 AAU/ADE Scan	98.58	98.50	98.67	98.04	98.11	98.18	98.26	98.33	98.40	98.47	98.53	98.59	98.64	98.77	98.90
18 OE / DE Composite Scan	91.65	91.86	92.26	92.66	92.87	93.17	93.48	93.78	94.08	94.38	94.68	94.98	95.28	95.58	95.88
Machine "At Risk" - AFCS	7.22	8.02	4.81	3.61	2.41	1.20	0.00	-1.25	-2.46	-3.74	-4.98	-5.59	-6.19	-7.09	-8.00
Machine "At Risk" - AFCS200	2.70	2.25	1.80	1.35	0.90	0.45	0.00	-0.53	-1.05	-1.58	-2.11	-2.49	-2.86	-3.43	-4.00
Machine "At Risk" - AF5M	1.34	1.12	0.89	0.67	0.49	0.22	0.00	-0.19	-0.36	-0.53	-0.78	-1.02	-1.27	-1.63	-2.00
Machine "At Risk" - DBCS	0.85	0.79	0.63	0.47	0.32	0.16	0.00	-0.11	-0.22	-0.35	-0.44	-0.55	-0.66	-0.83	-1.00
Machine "At Risk" - FSS	1.58	1.31	1.05	0.79	0.53	0.28	0.00	-0.25	-0.49	-0.74	-0.98	-1.09	-1.19	-1.34	-1.50
Machine "At Risk" - APBS First Class / Priority	5.54	4.81	3.69	2.77	1.85	0.92	0.00	-1.33	-2.66	-3.99	-5.33	-6.08	-6.90	-7.90	-9.00
Machine "At Risk" - APBS Standard	6.88	6.73	6.69	3.44	2.29	1.15	0.00	-1.57	-3.15	-4.72	-6.30	-7.24	-8.16	-9.59	-11.00
Machine "At Risk" - APPS First Class / Priority	2.24	1.87	1.49	1.12	0.75	0.37	0.00	-0.58	-1.17	-1.75	-2.33	-3.57	-4.80	-5.85	-6.80
Machine "At Risk" - APPS Standard / Standard Post	5.02	4.18	3.35	2.51	1.67	0.84	0.00	-0.85	-1.70	-2.55	-3.41	-4.72	-6.04	-8.02	-10.00
Machine "At Risk" Index	1.00	2.00	3.00	4.00	5.00	6.00	7.00	8.00	9.00	10.00	11.00	12.00	13.00	14.00	15.00

FY 2017 Unit NPA Scorecards

SCORECARD	Area: VP Office		Area: Marketing		Area: Finance		Area: HR		Area: OPS		Area: 200		Area: Insurance		Area: MCS	
	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget
1 Priority Mail Composite	15%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
2 PG Penals	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area
3 RO Letters & Train Composite Beta	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area
4 Parcel Select	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area
5 Standards / Products Composite	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area
6 Composite Scan Penalties	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
7 Total Accident Rate / Improvement	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
8 Controllable Income	20%	National	20%	National	20%	National	20%	National	20%	National	20%	National	20%	National	20%	National
9 Disincentives For Total Workflows & SPLY	10%	National	10%	National	10%	National	10%	National	10%	National	10%	National	10%	National	10%	National
10 Total Revenue PPH % Plan	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area	5%	Area
11 Customer Inlays Measurement	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area

SCORECARD	Area: VP Office		Area: Marketing		Area: Finance		Area: HR		Area: OPS		Area: 200		Area: Insurance		Area: MCS	
	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget	FY17 Proposed Weight	FY17 Proposed Budget
1 Total Operating Expenses % Plan	20%	Area	20%	Area	20%	Area	20%	Area	20%	Area	20%	Area	20%	Area	20%	Area
2 Total Workflows % Plan	15%	Area	15%	Area	15%	Area	15%	Area	15%	Area	15%	Area	15%	Area	15%	Area
3 Customer Billing & Cost Reduction	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
4 Employee Assembly / Improvement	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
5 Title on Time (4 Hr Clock (42.5min))	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
6 Total Accident Rate / Improvement	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
7 Non-Customer Employee Turnover / Improvement	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
8 Retail Revenue % Plan	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
9 SVI Accuracy	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
10 Control Center	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
11 Safety Index	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
12 Unit Customer Inlays Measurement	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
13 Composite Scan Penalties	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
14 Parcel Select	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
15 EEO Penals Per 100 Employees w/ SPLY	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
16 3-5 Day Surplus (SVC only)	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
17 AAMI / ADE Scan	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
18 OET / DE Composite Scan	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area
19 Machine "At Risk"	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area	10%	Area

Area: VP Office	Area: Marketing	Area: Finance	Area: HR	Area: OPS	Area: 200	Area: Insurance	Area: MCS
4%	4%	4%	4%	4%	4%	4%	4%
21%	21%	21%	21%	21%	21%	21%	21%
25%	25%	25%	25%	25%	25%	25%	25%
100%	100%	100%	100%	100%	100%	100%	100%

FY 2017 Unit NPA Scorecards

Scorecard	District/Planning		District/Finance		District/HR		District/OPS		BPO
	FY17 Proposed Weight	FY17 Proposed Depth	FY17 Proposed Weight	FY17 Proposed Depth	FY17 Proposed Weight	FY17 Proposed Depth	FY17 Proposed Weight	FY17 Proposed Depth	
1 Priority Mail Composite	10%	District	10%	District	10%	District	10%	District	District
2 FPO Parrels	5%	District	5%	District	5%	District	5%	District	District
3 FPO Letters & Fils Components (excl. 2017)	5%	District	5%	District	5%	District	5%	District	District
4 Parcel Select	5%	District	5%	District	5%	District	5%	District	District
5 Student / Periodicals Composite	5%	District	5%	District	5%	District	5%	District	District
6 Competitive Scan Performance	10%	District	10%	District	10%	District	10%	District	District
7 Total Incident Rate / Improvement	10%	District	10%	District	10%	District	10%	District	District
8 Contractive Income	5%	National	5%	National	5%	National	5%	National	National
9 Delivered Per Total Workhour % RPL	10%	National	10%	National	10%	National	10%	National	National
10 Total Revenue PPR & Plan	5%	National	5%	National	5%	National	5%	National	National
11 Contractive Incentive Measurement	10%	District	10%	District	10%	District	10%	District	District

Scorecard	District/Planning		District/Finance		District/HR		District/OPS		BPO
	FY17 Proposed Weight	FY17 Proposed Depth	FY17 Proposed Weight	FY17 Proposed Depth	FY17 Proposed Weight	FY17 Proposed Depth	FY17 Proposed Weight	FY17 Proposed Depth	
1 Total Operating Expense % Plan	5%	District	5%	District	5%	District	5%	District	District
2 Total Workhours % Plan	5%	District	5%	District	5%	District	5%	District	District
3 Chemicals Budget & Cost Reduction	5%	District	5%	District	5%	District	5%	District	District
4 Employee Availability / Improvement	5%	District	5%	District	5%	District	5%	District	District
5 Time on Time / 24 Hr Clock (12-7pm)	5%	District	5%	District	5%	District	5%	District	District
6 Total Incident Rate / Improvement	10%	District	10%	District	10%	District	10%	District	District
7 New Hire Employee Turnover / Improvement	10%	District	10%	District	10%	District	10%	District	District
8 Retail Revenue % Plan	10%	District	10%	District	10%	District	10%	District	District
9 SV Scanning	10%	District	10%	District	10%	District	10%	District	District
10 Customer Index	10%	District	10%	District	10%	District	10%	District	District
11 ENRU Index	10%	District	10%	District	10%	District	10%	District	District
12 Unit Customer Inquiries Measurement	10%	District	10%	District	10%	District	10%	District	District
13 Composite Scan Performance	10%	District	10%	District	10%	District	10%	District	District
14 Parcel Select	10%	District	10%	District	10%	District	10%	District	District
15 BPO Financials (12-7pm)	10%	District	10%	District	10%	District	10%	District	District
16 BPO Financials (12-7pm)	10%	District	10%	District	10%	District	10%	District	District
17 AAU / ADE Scan	10%	District	10%	District	10%	District	10%	District	District
18 OE / OE Composite Scan	10%	District	10%	District	10%	District	10%	District	District
19 Machine "At Risk"	10%	District	10%	District	10%	District	10%	District	District

Scorecard	Weight	Depth	Weight	Depth	Weight	Depth	Weight	Depth	Weight	Depth
BUSINESS	40%	100%	40%	100%	40%	100%	40%	100%	40%	100%
CUSTOMER	30%	100%	30%	100%	30%	100%	30%	100%	30%	100%
EMPLOYEE	20%	100%	20%	100%	20%	100%	20%	100%	20%	100%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

FY 2017 Unit NPA Scorecards

AS OF 11/22/2016

SCORECARD	FDCS 6.643.30 PD		Major Truck Stop Ops		EAS 24 - 2270		EAS 21 - 20 PD New Scorecard		EAS 18 & 20 PD	
	FY Proposed Weight	FY Actual Weight	FY Proposed Weight	FY Actual Weight	FY Proposed Weight	FY Actual Weight	FY Proposed Weight	FY Actual Weight	FY Proposed Weight	FY Actual Weight
1 Priority Mail Composite	10%	10%	District	District	District	District	District	District	District	District
2 FDC Revenue	5%	5%	District	District	District	District	District	District	District	District
3 FDC Letters & Pits Composite (Less Self-Start)	5%	5%	District	District	District	District	District	District	District	District
4 Parcel Subst	5%	5%	District	District	District	District	District	District	District	District
5 Standard Postal/Postal Composites	5%	5%	District	District	District	District	District	District	District	District
6 Composites Scan Performance	10%	10%	District	District	District	District	District	District	District	District
7 Total Subst/Rate Improvement	10%	10%	District	District	District	District	District	District	District	District
8 Controllable Income	20%	20%	National	National	National	National	National	National	National	National
9 On-Time Pk Total Workdays % SPLY	10%	10%	National	National	National	National	National	National	National	National
10 Total Revenue PFR % Plan	5%	5%	District	District	District	District	District	District	District	District
11 Customer Insights Measurement	10%	10%	District	District	District	District	District	District	District	District

SCORECARD	FDCS 6.643.30 PD		New Customer Ops		EAS 24 - 2270		EAS 21 - 20 PD New Scorecard		EAS 18 & 20 PD	
	FY Proposed Weight	FY Actual Weight	FY Proposed Weight	FY Actual Weight	FY Proposed Weight	FY Actual Weight	FY Proposed Weight	FY Actual Weight	FY Proposed Weight	FY Actual Weight
1 Total Operating Expenses % Plan	10%	10%	District	District	District	District	District	District	District	District
2 Total Workdays % Plan	10%	10%	District	District	District	District	District	District	District	District
3 Service Backlog & Cost Reduction	10%	10%	District	District	District	District	District	District	District	District
4 Employee Availability/Improvement	10%	10%	District	District	District	District	District	District	District	District
5 Time on Time/24 Hr Clock (127min)	10%	10%	District	District	District	District	District	District	District	District
6 Total Product Subst/Improvement	10%	10%	District	District	District	District	District	District	District	District
7 Main Street Employee Turnover/Improvement	10%	10%	District	District	District	District	District	District	District	District
8 Retail Revenue % Plan	10%	10%	District	District	District	District	District	District	District	District
9 SW Learning	10%	10%	District	District	District	District	District	District	District	District
10 Customer Index	10%	10%	District	District	District	District	District	District	District	District
11 BRDU Index	10%	10%	District	District	District	District	District	District	District	District
12 Mail Customer Insights Measurement	10%	10%	District	District	District	District	District	District	District	District
13 Composite Scan Performance	10%	10%	District	District	District	District	District	District	District	District
14 Retail Subst	10%	10%	District	District	District	District	District	District	District	District
15 EEO Formals Per 100 Employees vs SPLY	10%	10%	District	District	District	District	District	District	District	District
16 3-9 Day Surveys (970 only)	10%	10%	District	District	District	District	District	District	District	District
17 AAU/ADE Scan	10%	10%	District	District	District	District	District	District	District	District
18 O&T Composite Scan	10%	10%	District	District	District	District	District	District	District	District
19 Mailbox "10 Day"	10%	10%	District	District	District	District	District	District	District	District

SCORECARD	FY Proposed Weight	FY Actual Weight	Scorecard	FY Proposed Weight	FY Actual Weight
BUSINESS	40%	40%	Customer Insights Measurement	10%	10%
CUSTOMER	41%	41%	Customer Index	10%	10%
EMPLOYEE	19%	19%	Employee Availability/Improvement	10%	10%
	100%	100%			

FY 2017 Unit NPA Scorecards

SCORECARD	ALL EMPLOYEES		PLANT MGMT		PLANT TMS		PLANT MFR		PLANT MNT		PLANT OPS		PLANT MNT		PLANT OPS	
	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target
1. Priority Mail Composite	10%	95%	10%	95%	10%	95%	10%	95%	10%	95%	10%	95%	10%	95%	10%	95%
2. FPC Penetration	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%
3. FPC Letters & Files Composite (44)	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%
4. Parcel Select	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%
6. Standards / Periodicals Composite	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%	5%	90%
7. Total Customer Satisfaction Improvement	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
8. Operational Income	20%	90%	20%	90%	20%	90%	20%	90%	20%	90%	20%	90%	20%	90%	20%	90%
9. Customer Per Total Yield/Revenue % SPLY	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
10. Total Revenue PFR % Plan	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
11. Customer Inquiries Measurement	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%

SCORECARD	ALL EMPLOYEES		PLANT MGMT		PLANT TMS		PLANT MFR		PLANT MNT		PLANT OPS		PLANT MNT		PLANT OPS	
	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target
1. Total Operating Expenses % Plan	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
2. Total Workforce % Plan	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
3. Employee Headcount & Cost Reduction	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
4. Employee Availability / Improvement	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
5. Turn-on Time (24 Hr Clock) (12-hr)	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
6. Total Accident Rate / Improvement	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
7. Max Safety Employee Turnover / Improvement	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
8. Retail Revenue % Plan	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
9. SV Scouting	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
10. Controller Index	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
11. BBU Index	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
12. Unit Customer Inquiries Measurement	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
13. Composite Scan Performance	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
14. Fleet Select	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
15. FPO Penetration Per 100 Employees w SPLY	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
16. 3-4 Day Surface (OTC only)	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
17. AAU / ABE Score	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
18. O/E/DE Composite Score	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%
19. Machine "At Risk"	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%

SCORECARD	ALL EMPLOYEES		PLANT MGMT		PLANT TMS		PLANT MFR		PLANT MNT		PLANT OPS		PLANT MNT		PLANT OPS	
	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target	Weight	Target
BUSINESS	40%	90%	40%	90%	40%	90%	40%	90%	40%	90%	40%	90%	40%	90%	40%	90%
CUSTOMER	40%	90%	40%	90%	40%	90%	40%	90%	40%	90%	40%	90%	40%	90%	40%	90%
EMPLOYEE	20%	90%	20%	90%	20%	90%	20%	90%	20%	90%	20%	90%	20%	90%	20%	90%
TOTAL	100%	90%	100%	90%	100%	90%	100%	90%	100%	90%	100%	90%	100%	90%	100%	90%



NATIONAL ASSOCIATION OF POSTAL SUPERVISORS

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November 17, 2016

Mr. Doug Tulino
Vice President, Labor Relations
United States Postal Service
475 L'Enfant Plaza SW Room 9014
Washington DC 20260-4000

Subject: NAPS Recommendations to USPS FY2017 Corporate/Unit NPA

Dear Doug:

On September 20, 2016, the resident officers of the National Association of Postal Supervisors (NAPS) attended an initial briefing on the FY2017 USPS Proposed Corporate/Unit NPA indicators, definitions, weights and targets. After the briefing, USPS officials requested NAPS provide feedback and recommendations to the FY2017 NPA. Below and attached are our NAPS recommendations:

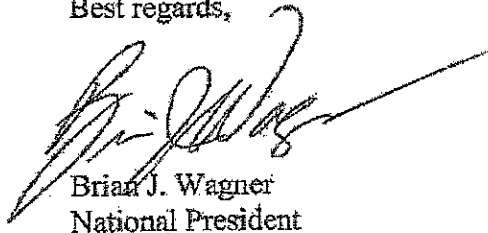
- NAPS was not in agreement with the USPS proposing the Non-Career Employee Turnover/Improvement indicator for FY2016. Our position has not changed for FY2017. We request the FY2017 NPA Non-Career Employee Turnover/Improvement indicator be eliminated.
- NAPS is not in agreement with the USPS proposing Total Accident Rate/Improvement as a FY2017 NPA indicator. This indicator may be in violation of the new OSHA rule scheduled to go into effect on January 1, 2017. Specifically, that rule is *Section 1904.35(B)(1)(IV): Prohibition of Discrimination Against Employees for Reporting a Work-Related Injury or Illness*. We also request the Corporate and Unit FY2017 Total Accident Rate/Improvement indicator be eliminated.
- The elimination of the Total Accident Rate/Improvement indicator will change the dynamics of the FY2017 NPA Corporate weights. NAPS recommend that the Corporate weights of Parcel Select and Composite Scan Performance be increased by 10% and 5%, respectively to account for the elimination of the 15% weight that was previously assigned to Total Accident Rate/Improvement indicator.
- The elimination of Non-Career Employee Turnover/Improvement and the Total Accident Rate/Improvement indicators will also change the FY2017 NPA Corporate and Unit Scorecards of many USPS functional areas. NAPS recommends that the weights originally assigned to these respective indicators be reasonably and equitably reallocated among the other remaining indicators in that function.

NAPS has reviewed both the FY2016 End of Year (EOY) and Quarter 4 average Unit Indicator scores given to us by USPS HQ. Taking those scores into account, NAPS believes the USPS proposed FY2017 NPA Corporate and Unit Indicator targets and thresholds do not reflect fair and attainable incremental improvements in performance. Many of the proposed targets and thresholds in columns 7-15 represent quantum leaps in their achievability. Therefore, using the two FY2016 Corporate and Unit Indicator data sets as starting points, NAPS proposes an alternative set of FY2017 Corporate and Unit Indicator targets and thresholds, within the 15-block matrix, that are more fair and reasonable and will challenge all EAS employees to improve performance. NAPS preserved many of the USPS targets and thresholds in columns 1-5 and set reachable targets beginning in column 6. NAPS further believes these represent more reasonable targets and thresholds in line with the USPS Lean Six Sigma concept in promoting incremental continuous improvement.

It is critical for the success of the USPS that our members believe that Corporate and Unit Indicator targets and thresholds are within reach. Our FY2017 NPA recommendations make this possible. Having the realistic motivation to exceed last year's Corporate and Unit Indicators targets and thresholds is what will drive EAS engagement and performance to the next level to ensure a successful U.S. Postal Service.

Based on our analysis above, enclosed please find a spreadsheet reflective of NAPS target and threshold recommendations for FY2017 NPA Corporate and Unit Indicators. NAPS urges the U.S. Postal Service to adopt these recommendations.

Best regards,



Brian J. Wagner
National President



NATIONAL ASSOCIATION OF POSTAL SUPERVISORS

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Phone (703) 836-9660

September 30, 2016

Mr. Bruce Nicholson
Manager, Labor Relations Policy Administration
United States Postal Service
475 L'Enfant Plaza SW Room 9426
Washington DC 20260-4101

Subject: Response - Proposed FY2017 Corporate/Unit NPA

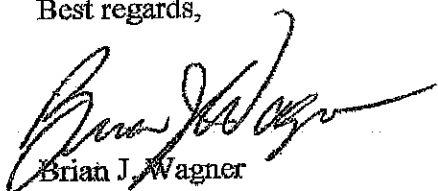
Dear Bruce:

On September 20, 2016, the resident officers of the National Association of Postal Supervisors (NAPS) attended an initial briefing on the FY2017 USPS Proposed Corporate/Unit NPA indicators, definitions, weights, targets and thresholds at USPS HQ. After the briefing, USPS officials requested NAPS provide feedback and/or an alternative proposal related to this issue. However, NAPS has yet to receive all the NPA Corporate thresholds and targets, impacting our ability to completely review the FY2017 program and provide feedback.

To provide the due diligence necessary to properly review the current FY2017 USPS Proposed Corporate/Unit NPA material and prepare a possible alternative proposal and/or recommendations as requested by the Postal Service, NAPS estimates it will take at least 30-45 days once we receive the remaining NPA Corporate targets and thresholds. Based on our projected timeframe, NAPS will be within the 60 day timeframe as provided by 39 U.S. Code § 1004 to provide recommendations to the USPS.

Without foreclosing further recommendations, NAPS takes this opportunity to provide the following recommendation on one of the current FY2017 USPS Proposed NPA Unit indicators. NAPS is not in agreement with the Non-Career Employee Turnover/Improvement indicator. We objected to this indicator in FY2016 and our position has not changed for FY2017. The National Association of Postal Supervisors contends that there are too many variables (family and personal issues, full-time career opportunities outside the USPS, better pay, benefits and work schedules, etc.) outside the control of EAS to have this indicator part of the FY2017 NPA system. NAPS recommends that the Non-Career Employee Turnover/Improvement indicator be eliminated.

Best regards,


Brian J. Wagner
National President

Representing supervisors, managers and postmasters in the United States Postal Service



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*Office of
National President*

Brian J. Wagner
National Headquarters

September 9, 2016

Mr. Doug Tulino
Vice President, Labor Relations
United States Postal Service
475 L'Enfant Plaza SW Room 9014
Washington DC 20260-4000

Subject: Proposed FY2017 Corporate/Unit NPA Indicators

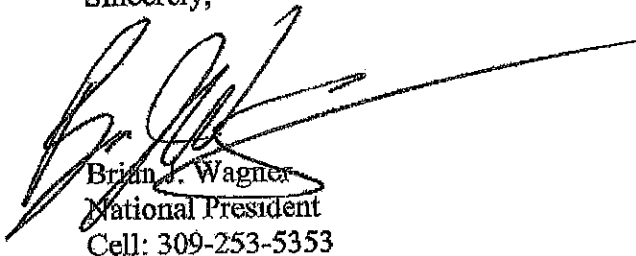
Doug:

It was NAPS' intention to provide a response to the USPS FY2017 Proposed NPA Corporate/Unit Indicators this week. However, without the proposed targets and weights associated with such indicators NAPS is unable to provide a proper review and response at this time.

As soon as NAPS has had an opportunity to fully review the USPS FY2017 Proposed NPA Corporate/Unit Indicators along with the targets and weights we will provide a response to our position regarding PFP/NPA for FY 2017.

Please contact me if you should have any questions regarding this matter.

Sincerely,



Brian J. Wagner
National President
Cell: 309-253-5353

Representing supervisors, managers and postmasters in the United States Postal Service

LABOR RELATIONS



November 30, 2016

Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street Suite 400
Alexandria, VA 22314-2753

Gregory S. Acord
Anthony D. Leonardi
Co-National Presidents
United Postmasters and Managers
of America
8 Herbert St.
Alexandria, VA 22305-2600

Gentlemen:

Brian
This is in reference to our November 25 correspondence proposing revision of the Executive and Administrative (EAS) Schedule, increasing the maximum salary range by two percent and the minimum salary range adjusted based on the dollar increase to the respective level maximum.

Following consultation with you, the Postal Service has decided pursuant to Title 39 US Code § 1004 to proceed with revision of the proposed schedule, outlined in our November 25 correspondence and this change will be effective January 7, 2017.

Sincerely,

A handwritten signature in black ink, appearing to read "Bruce A. Nicholson".

Bruce A. Nicholson
Manager
Labor Relations Policy Administration



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National Headquarters

November 29, 2016

Mr. Bruce Nicholson
Manager, Labor Relations Policy Administration
United States Postal Service
475 L'Enfant Plaza SW Room 9426
Washington DC 20260-4101

RE: Proposed Revision of the EAS Salary Schedule Effective Jan. 7, 2017

Dear Bruce,

The National Association of Postal Supervisors (NAPS) is in receipt of your November 25, 2016 letter regarding the proposed revision of the Executive and Administrative (EAS) Salary Schedule effective January 7, 2017.

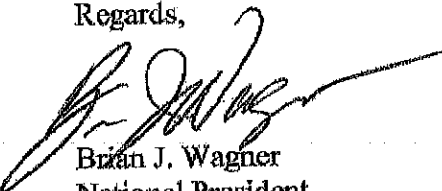
The National Association of Postal Supervisors appreciate the forward thinking of the Postal Service to recognize the need to adjust the EAS Salary Schedule prior to EAS receiving FY2016 PFP increases. We concur that the adjustment in the EAS maximum pay range will provide greater room within the range for performance-based salary increases. In addition, our Association recognizes the positive action of the USPS to adjust the salaries of eligible employees who have salaries below the minimum being brought to the new minimum first, and then having their PFP payment added to the new minimum to arrive at their new salary effective January 7, 2017.

NAPS understands that this USPS proposal is being requested outside official NAPS/USPS pay talks. However, this specific proposal does not open up full pay talk consultation, but addresses just one aspect of the EAS pay policy that is reasonable and logical at this time for the betterment of EAS and the USPS.

Therefore, after review of the USPS EAS Salary Schedule update proposal, NAPS has no objections to the USPS proposed adjustments to the respective maximum and minimum salary ranges as stated in your November 25, 2016 correspondence.

Please contact me if you should have any questions regarding this matter.

Regards,


Brian J. Wagner
National President

Representing supervisors, managers and postmasters in the United States Postal Service

LABOR RELATIONS



November 25, 2016

Brian J. Wagner
President
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Gregory S. Acord
Anthony D. Leonard
Co-National Presidents
United Postmasters and Managers
of America
8 Herbert St.
Alexandria, VA 22305-2600

Gentlemen:

Brian
The Postal Service proposes revision of the Executive and Administrative (EAS) Salary Schedule.

The Postal Service is proposing to increase the maximum salary range by two percent and the minimum salary range adjusted based on the dollar increase to the respective level maximum. We are proposing this change to be effective January 7, 2017.

Employee salaries will be adjusted within the respective salary ranges based on individual performance determinations in accordance with the Pay-For-Performance. Employee salaries would be brought to the minimum prior to making Pay-for-Performance salary related adjustments.

The enclosed proposed revision is furnished for your review pursuant to Title 39 § 1004.

Please contact Seth Lennon at extension 2238 as soon as possible regarding this matter.

Sincerely,

BAN
Bruce A. Nicholson
Manager
Labor Relations Policy Administration

Enclosure

Executive Administrative Schedule (EAS)**Annual Salary****Proposed Effective January 07, 2017****RSC E**

Grade	Minimum	Maximum
A-E	\$13,75	\$19,78
1	\$25,162	\$32,544
2	\$25,985	\$33,714
3	\$26,839	\$34,822
4	\$27,923	\$36,228
5	\$28,853	\$37,435
6	\$29,896	\$38,787
7	\$31,118	\$40,374
8	\$32,366	\$41,991
9	\$33,651	\$43,632
10	\$34,871	\$45,243
11	\$37,253	\$56,346
12	\$39,040	\$59,049
13	\$40,861	\$61,804
14	\$42,694	\$65,031
15	\$45,349	\$68,591
16	\$47,286	\$76,711
17	\$49,365	\$80,112
18	\$51,553	\$83,631
19	\$53,995	\$87,596
20	\$56,324	\$92,346
21	\$59,690	\$96,832
22	\$63,374	\$104,946
23	\$66,829	\$110,664
24	\$70,138	\$116,141
25	\$73,525	\$121,920
26	\$77,298	\$128,000