

JUNE 2026

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Delivering for Our Members Who Deliver for America

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Charm During the 70th NAPS
National Convention

**CONVENTION INFORMATION
BEGINS ON PAGE 27**

| PAGE 3

**Dignity and
Respect Are More
Than Just 'Words'**

The Postal Supervisor

Delivering for Our Members Who Deliver for America

June 2026, Volume 117, Number 6

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The Postal Supervisor (ISSN 0032-5384) is printed monthly, with a combined September/October issue, by the National Association of Postal Supervisors (NAPS).

Periodicals postage paid at Alexandria, VA, and additional mailing offices.

NAPS members receive *The Postal Supervisor* as part of their membership dues. Members not receiving the publication on a regular basis should notify their branch secretaries. Nonmember subscription price: \$25 per year.

Submissions: Articles submitted for publication should promote the welfare of NAPS and its members in accordance with Article II of the NAPS Constitution & Bylaws. The NAPS resident officers reserve the right to edit all articles, as well as decline to publish submitted material. Branch officer articles must be not more than 350 words. Send all articles to NAPS Secretary/Treasurer Jimmy Warden at naps.jw@naps.org.

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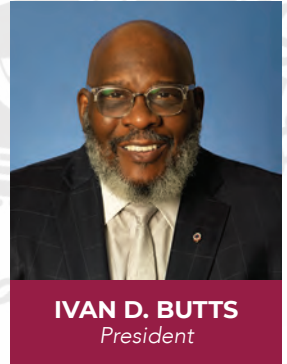
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Dignity and Respect Are More Than Just ‘Words’



When USPS employees witness supervisors being openly harassed or demoralized by higher-level management, the impact can be especially significant given the structured, hierarchical nature of the Postal Service.

First, this disrespect undermines the chain of command. USPS operations rely heavily on clear authority and accountability. When supervisors are publicly disrespected, employees may begin to question their legitimacy, leading to confusion, inconsistent direction and reduced compliance with instructions.

The behavior also damages morale and trust in leadership. Craft employees often look to supervisors for guidance, protection and fairness. If those supervisors appear powerless or mistreated, employees may feel the system as a whole is unfair or unsafe, which can lead to disengagement and frustration.

Other common impacts include:

- Increased workplace tension — Employees may feel caught in the middle or become hesitant to interact with management.
- Reduced productivity and focus — Attention shifts from operations to workplace drama or self-protection.
- Higher grievance and complaint activity — In USPS environments, this can translate into more union grievances, EEO complaints or reports of a hostile work environment.
- Normalization of unprofessional behavior — If upper management models harassment, it can trickle down into supervisor-employee interactions.
- Supervisor burnout and turnover — Demoralized supervisors may disengage, avoid decision-making or leave, which destabilizes operations further.

There also are compliance and legal risks. The Postal Service, as a federal employer, is held to strict standards regarding workplace conduct. Repeated public harassment can contribute to claims of a hostile work

environment, especially if it is pervasive or tied to protected characteristics.

In a system such as the USPS — where efficiency, coordination and accountability are critical — this kind of behavior does not stay isolated. It tends to weaken the entire operation from the top down.

The long-term effect of normalizing unprofessional behavior — especially public harassment, disrespect or intimidation — is that it gradually reshapes the entire workplace culture in ways hard to reverse. Over time, what once felt unacceptable starts to feel “just how things are;” that shift has several serious consequences:

- 1. Culture degradation** — Professional standards erode. Respect, accountability and integrity get replaced with fear, favoritism or silence. New employees quickly learn to adapt to that culture rather than challenge it.
- 2. Toxic behavior spreads** — People tend to model what they see from leadership. If higher-level managers behave unprofessionally without consequences, supervisors — even employees — may begin to mirror that behavior, creating a cycle that reinforces itself.
- 3. Loss of strong leadership** — Capable, ethical supervisors often disengage or leave rather than tolerate ongoing disrespect. Over time, this can leave behind leaders who either accept or participate in the dysfunction, lowering the overall quality of leadership.
- 4. Chronic low morale and disengagement** — Employees stop investing in their work. You see more “do the bare minimum” behavior, less initiative and a decline in pride in the organization.
- 5. Increased turnover and staffing instability** — Good employees are more likely to leave, while recruiting and retaining high-quality talent becomes harder. This creates a long-term staffing problem.
- 6. Breakdown of accountability** — When unprofessional behavior is normalized, enforcing rules becomes inconsistent. Discipline may feel arbitrary, which increases grievances, complaints and conflict.

continued...

7. Higher legal and organizational risk — A normalized toxic environment increases the likelihood of hostile work environment claims, EEO complaints, union grievances and whistleblower actions. Over time, these risks compound and can become systemic issues rather than isolated incidents.

8. Reduced organizational performance — Ultimately, all these issues impact service quality, efficiency and public trust — especially in an organization like the Postal Service, where reliability and structure are critical.

In the long run, normalization doesn't just affect behavior — it reshapes expectations. Once that happens, fixing the culture requires significant effort, strong leadership change and consistent accountability.

How to Deal with a Toxic Manager

"Toxic manager" can mean a lot of things: micromanaging, credit-stealing, unpredictable moods, favoritism or outright bullying. There isn't a single fix; usually, you can't change toxic managers outright. What you can do is manage your exposure, protect your work and create leverage.

Start by getting specific about the behavior. Vague frustration — "they're toxic" — won't help you act. Concrete patterns — "they publicly criticize, but give no private feedback" or "they change priorities daily without documentation" — give you something to which you can respond.

If it's safe to do so, address the behavior directly, but tactically. Keep it focused on work outcomes, not personality:

- "I've noticed priorities shift quickly. Can we align on a weekly plan so I can deliver more consistently?"
- "I do best with clear expectations. Could we agree on what success looks like before I start?"

That framing avoids triggering defensiveness and makes it about results. At the same time, protect yourself:

- Document expectations, decisions and feedback (email summaries after meetings help).
- Clarify priorities in writing when things are ambiguous.
- Keep records of problematic incidents if things escalate.

If the behavior is affecting your performance or well-being, don't try to white-knuckle it alone. Use internal channels — HR, skip-level managers or a trusted senior colleague — but go in with specifics and examples, not general complaints. Most certainly, consult your NAPS representative.

Also be realistic: Some managers don't change. If you consistently are dealing with disrespect, manipulation or instability, the most effective "fix" often is changing teams or leaving. That's not failure — it's choosing a healthier environment.

In solidarity ...

naps.ib@naps.org



Resident Officer Candidates Announced

At the 2020 NAPS National Convention, Resolution #57 was passed, stipulating, "That, for the good of the membership, NAPS puts in print in *The Postal Supervisor* the currently announced candidates for the three resident officers in three issues before the convention."

To date, the following NAPS members have announced their candidacies for the three resident officer positions:

President

- Chuck Mulidore
- Brian J. Wagner

Executive Vice President

- Jimmy Warden

Secretary/Treasurer

- Richard Green
- Dan Mooney
- Myrna Pashinski

NAPS Membership Has Its Benefits



One of the many great benefits of your NAPS membership is the NAPS Disciplinary Defense Fund (DDF) that represents working members, as well as retired members who were in good standing at the time of their retirement. This is found in Article 9 of the Bylaws portion of the NAPS Constitution & Bylaws:

"Section 1. NAPS is committed to representing its membership in all areas, including adverse action. The Disciplinary Defense Fund (DDF) was established by the membership, for the membership, to provide representation for NAPS members in appealing adverse actions, RIFs and debt collection actions taken against them."

The DDF will represent you in any type of adverse action, reduction in force (RIF) or debt collection notice you might receive in your managerial career, as long as you maintain your NAPS membership. The fund represents more than financial assistance or representation. It reflects the organization's commitment to standing beside its members when challenges arise.

An adverse action is defined under the *Employee and Labor Relations Manual (ELM)* Section 651.71 as "... discharges, suspensions of more than 14 days, furloughs for 30 days or less, and/or reductions in grade or pay." This means that, if by chance, one of these unfortunate actions might happen to you, NAPS will be there to defend you. Best of all, that defense will not cost you a penny out of your own pocket!

Your right to be defended by the NAPS DDF is a benefit of membership. Now, compare that to the other management organization that asks you to pay thousands of dollars up front to even be considered for representation under its disciplinary fund.

Imagine being in a removal situation or RIF and you must pay that organization several thousand dollars out of your own pocket just to be considered for representation! That's not right.

Plus, we take all cases. We do not selectively choose only those cases we believe we have a chance to win.

One of my duties as your executive vice president is to administer the DDF on behalf of NAPS members, so I thought I would provide you an update on the types of cases and our NAPS DDF successes in defending our members in those cases. The average cost of these cases is just under \$3,000; again, none of that cost is borne by the member we are representing.

Our positive results are reflected in the debt collection and *ELM* 650 cases we have, as well. So, not only does NAPS represent you in these types of actions, but we also do an excellent job in getting positive outcomes for our members!

You may be wondering what types of DDF cases NAPS receives. I encourage you to protect yourself from these types of issues in your career. Sexual misconduct and performance are prevalent, but violence, finance issues and falsification also are significant. In any of these situations, you can keep yourself out of the way of adverse actions simply by following one rule: Always do the right thing!

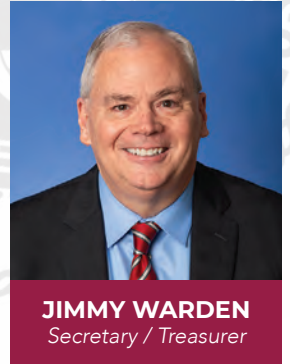
You know what that is; you know what is right. Do not allow your manager or co-worker in any way to influence you to compromise your integrity. I can promise you, when push comes to shove, they will not stand by you — but NAPS will, now and always.

In a demanding postal environment where accountability pressures continue to grow, the DDF provides security, confidence and support for every EAS employee.

Thus, as you can see, NAPS membership is the best insurance policy you ever will have in your career. We hope you never will need the NAPS DDF. But, if you do, the DDF stands ready to fight alongside you to protect the careers, rights and futures of the dedicated postal leaders who keep America's mail moving every day.

naps.cm@naps.org

Grassroots Engagement Is Paramount



In my past columns, I have written about NAPS branches' financial duties and responsibilities. I have strongly recommended that a branch treasurer check their local and state tax laws as they differ from state to state.

The IRS has changed reporting requirements for federal tax returns pertaining to *Form 1099* from income of \$600 or more to \$2,000 or more. This change is in effect for 2026. If you are filing a *Form 1099* for your 2025 taxes, you still are required to report income of \$600 or more.

The reason I am, once again, urging you to check local and state tax law requirements is because the great state of Rhode Island changed its regulation for *1099s* in January 2026. In Rhode Island, you now are required to file a *1099* for income of \$100 or more.

This is why it is important to check federal, state and local tax regulations yearly. Changes could occur of which you may not be aware. It's always good practice to have a tax preparer submit your branch's yearly return.

Our state convention season is fully underway! It is great to see NAPS branches meeting for the betterment of our members and our association. The enthusiasm and drive I am witnessing at the state conventions is incredible and inspiring; attendance has been very positive.

It's also encouraging to see many first-timers attend; they are the future of NAPS. There will be a time when the baton needs to be passed. It is reassuring to see many new supervisors becoming engaged.

Mentoring is a key element to developing our future leaders. We need to share our knowledge, wisdom and experiences with them so they have the ability and opportunity to succeed and thrive into the future.

This year's state conventions are extremely important as the work accomplished there will give NAPS direction and guidance going into the future. As many of you are aware, we had a pay agreement in July 2025; the agreement ended in May. NAPS will start pay talks once

the NALC (the largest union) reaches an agreement with the Postal Service.

All the resolutions pertaining to pay and benefits submitted at the 2021, 2022 and 2024 national conventions were submitted to the Postal Service and discussed during our last pay talk meetings in 2025. Resolutions that were passed at the previous conventions and addressed with the Postal Service no longer will be brought up for consideration.

At many of the recent state conventions, resolutions were passed pertaining to pay. They now will be sent to Executive Vice President Chuck Mulidore. He will submit these resolutions to be addressed by the membership at our upcoming national convention in San Francisco this August.

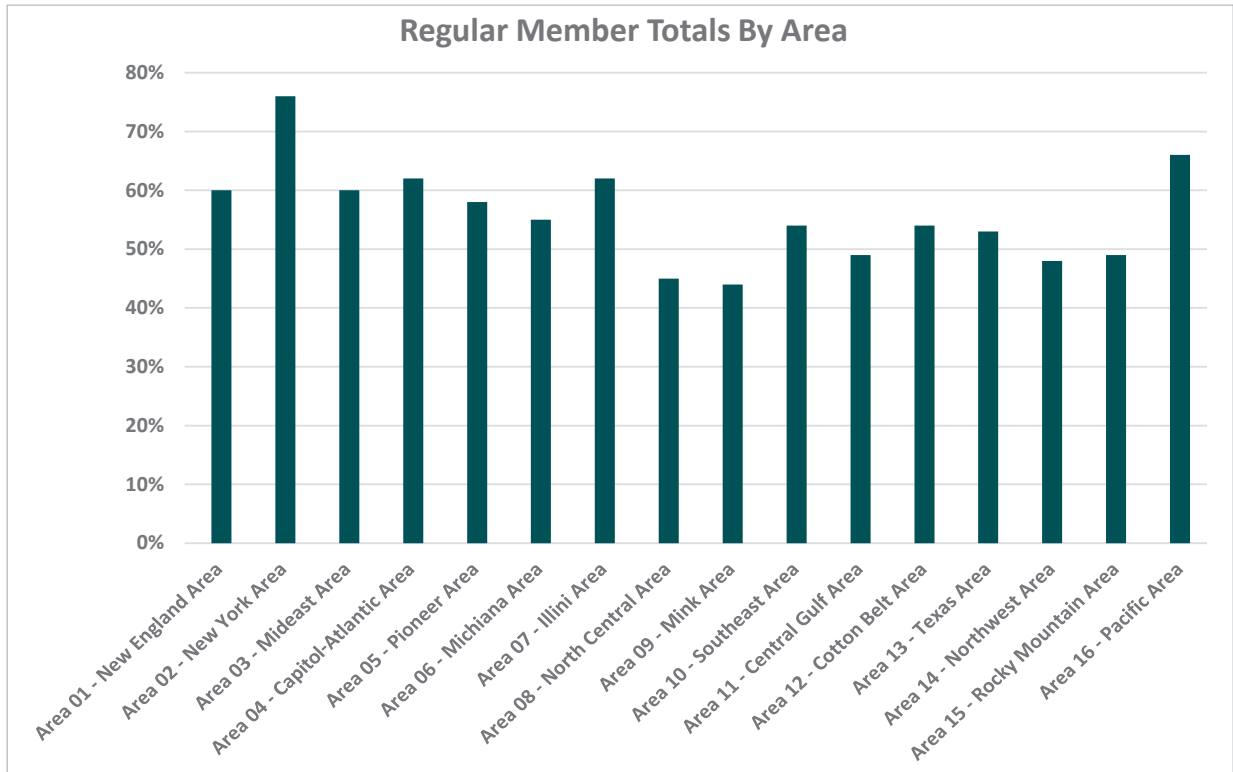
I am sure many of the same issues brought up in the past will be brought up again in San Francisco, which is a good thing as we continue to pursue fair wages and benefits. If a resolution pertaining to pay and benefits is passed, the "resolveds" will be part of our agenda at the next pay talks meeting, along with other requests of your resident officers.

These resolutions are the avenue for members to inform your resident officers and NAPS Executive Board members of your thoughts and concerns regarding the future direction of NAPS — not just issues pertaining to pay and benefits. We have a very important convention coming up in San Francisco this August. Business will be conducted that could affect everyone's future — whether you're an active employee or retired. You have a voice; let it be heard!

And remember, increasing membership demonstrates leadership. Stay safe!

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APRIL 2026 MEMBERSHIP REPORT



Regular Member Totals By Area	
Area 01 - New England Area	60%
Area 02 - New York Area	76%
Area 03 - Mideast Area	60%
Area 04 - Capitol Atlantic Area	62%
Area 05 - Pioneer Area	58%
Area 06 - Michiana Area	55%
Area 07 - Illini Area	62%
Area 08 - North Central Area	45%
Area 09 - Mink Area	44%
Area 10 - Southeast Area	54%
Area 11 - Central Gulf Area	49%
Area 12 - Cotton Belt Area	54%
Area 13 - Texas Area	53%
Area 14 - Northwest Area	48%
Area 15 - Rocky Mountain Area	49%
Area 16 - Pacific Area	66%
Total Regular Member %	57%
Total Regular Members	27,338
NonMember Totals	
Total NonMembers	20,177
Total NonMember %	43%



Thanks to your efforts, membership keeps rising!

NAPS HEADQUARTERS



NAPS *of* NOTE

Area highlights from
around the country

NAPS Secretary/Treasurer Jimmy Warden, President Ivan D. Butts and Executive Vice President Chuck Mulidore with Las Vegas District Branch 463 1st Vice President Sherry Patterson at the National Postal Forum in early May

CAPITOL-ATLANTIC AREA



Joseph Butler Winters Jr. Raleigh, NC, Branch 177 held advocacy training April 17 and 18, facilitated by Past NAPS President Brian Wagner.

ILLINI AREA

The Illinois State Convention was held April 23-24 in Oak Brook.



Illini Area Vice President Luz Moreno (left) and Illinois State President Toni Coleman-Scruggs (second from left) with convention first-timers



Thursday night's banquet theme was "Start Your Engines." From left: Past NAPS President Brian Wagner, Illini Area Vice President Luz Moreno, Chicago BMC Host Branch 541 President Shasta Phillips, North Central Area Vice President Dan Mooney and Central Region Vice President Craig Johnson.



Convention pre-dinner



North Central Area Vice President Dan Mooney addressed delegates.



Kelly Bernard and Chadwick Williams from the USPS Office of Inspector General spoke to attendees.



NAPS President Ivan D. Butts and Illinois State President Toni Coleman-Scruggs



Central Region Vice President of Processing Operations Todd Hawkins was a speaker.



NAPS President Ivan D. Butts

PACIFIC AREA



The 104th California State Convention was held in San Rafael and hosted by North Coast Branch 497 President J.J. Wong and his branch members. The theme was "Celebrating 250 Years of Service to the Nation." California State President Marilyn Jones chaired the convention; members from 11 California Branches attended. Responding to a SPAC challenge, over \$14,000 was raised at the convention. The goal is to raise \$20,000 by the National Convention in August; contributions will be collected until then.



California Branch officers celebrated the Postal Service providing 250 years of service to the nation.



From left: NAPS Executive Vice President Chuck Mulidore, Los Angeles Branch 39 Executive Board members Velma McClinton, Carol Randle, Felicia Pennington, Sam Booth Jr., Chanel Dodson, Marilyn Jones and Alvetia Smith, NAPS Eastern Region Vice President Richard Green and President Ivan D. Butts.

NORTH CENTRAL AREA



The North Dakota/South Dakota Bi-State Convention was in Fargo, ND.

Front row, from left: Portland Branch 66 President Lynn Yut, Past NAPS President Brian Wagner, South Dakota Secretary/Treasurer Carrie Heberlee, St. Paul, MN, Branch 104 President Rob Moore and North Dakota Secretary/Treasurer Jody Guodace.

Back row: South Dakota President David Erickson, Central Region Vice President Craig Johnson, NAPS Secretary/Treasurer Jimmy Warden, North Central Area Vice President Dan Mooney, South Dakota Vice President Sonny Magnuson, North Dakota Vice President Rich Everson, North Dakota President Chad Olson and Eastern Region Vice President Richard Green.

kota Vice President Sonny Magnuson, North Dakota Vice President Rich Everson, North Dakota President Chad Olson and Eastern Region Vice President Richard Green.

NAPS Secretary/Treasurer Jimmy Warden swore in the North Dakota State Branch officers. From left: Past NAPS President Brian Wagner, North Central Area Vice President Dan Mooney, Warden, North Dakota State Branch 937 President Chad Olsen, Executive Vice President Rich Everson, Central Region Vice President Craig Johnson and Eastern Region Vice President Richard Green.



SOUTHEAST AREA



Southeast Area Vice President Bobby Bock joined the Cinco de Mayo festivities at the new Orlando, FL, Alafaya S&DC that was activated March 21. The 27,000-square-foot facility encompasses five ZIP codes, has 84 routes, makes 66,733 deliveries, has a daily average of 9,000 parcels and serves 188,057 residents.



From left: Bock, Orlando Branch 321 Executive Board Yolanda M. Vera Millan, Peter Piteira and Melanie Davis.



Tallahassee, FL, Branch 354 Secretary/Treasurer Vanessa Cobb, Florida State President Diane Goldstein, Branch 354 President Debra Johnson, Southeast Area Vice President Bobby Bock and Branch 354 member Clothelia Calhoun

Atlanta Branch 82 visited Capitol Hill during the 2026 LTS.



Branch 82 President Jose Smyly, Rep. Sanford Bishop (D) and Trevilyn Jackson



Branch 82 President Jose Smyly, Rep. Hank Johnson (D) and Trevilyn Jackson



Branch 82 Vice President Elvina Cox and President Jose Smyly outside the office of Sen. Raphael G. Warnock (D)

NORTHWEST AREA

The Northwest Area 5-State Training Seminar was held in Seattle in late April, hosted by Northwest Area Vice President John Valuet. Training focused on the EEO process, SWCs, driving NPA and resolution writing. Alison Valuet, Northwest Area Auxiliary, helped raise \$950 for SPAC.



From left: Northwest Area Vice President John Valuet presented awards to Portland District Branch 66 Vice President Dan O'Donnell and Oregon State President Aric Skjelstad.



John and Alison Valuet recognized members of Seattle Branch 61, the host branch. From left: John Valuet, Bjoern Gruetzmacher, Allison Valuet, DeeDee Emmett and Charlie Krogh.



USPS representatives addressed attendees and said the agency is focusing on more training for supervisors, managers and postmasters. They were supportive of NAPS and will work to help improve communication between the USPS and NAPS. From left: Seattle District Manager Trent McNeal, NAPS Executive Vice President Chuck Mulidore, USPS Western Region Vice President of Regional Processing Operations John Diperi, NAPS Northwest Area Vice President John Valuet, Tacoma Postmaster Damon Coquillette and NAPS Western Region Vice President Marilyn Walton.



VOTE

MYRNA PASHINSKI

NAPS National Secretary/Treasurer

MYRNA PASHINSKI Your Choice for Secretary/Treasurer

- ✓ Myrna is a 42-year dedicated NAPS member, is a 36-year Postal veteran who started as a LSM clerk and retired as a Postmaster
- ✓ NAPS positions began in 1984 as Trustee, to Financial Secretary, Vice President and President in Denver Br 65 until 2016 and Vice President in CO/WY BiState for 3 terms, and Rocky Mountain Area Vice President 5 terms.
- ✓ Attended every LTS since 1987 and every National Convention since 1988 serving on the formals committee in 1988, Registration and Credentials Committee, 1990 through 2014.
- ✓ Holds a degree in Management and Education with an emphasis on business and a Certified Mediator
- ✓ New Supervisor Trainer Retail Operations including Finances 8-years.
- ✓ Active in local organizations Vice President with CO NARFE Legislative Affairs, Community Mediation Services Rethinking Drinking for Minors 5-years and Children's Program Queen of Peace Catholic Church 6-years

IF ELECTED

Myrna will bring solid leadership skills to NAPS Headquarters. Collaborating with the President and Executive Vice President in all matters meaningful to the vitality of the NAPS organizations.

She will protect all property, records, and funds of which she is responsible for in the best interest of the organization and its members. She will dutifully engage in meaningful dialogue with all office staff to maintain the continuous improvement the office has held with the previous team. In all communications with USPS Headquarters Myrna will endeavor to open communication and creative dialogue that encourages effective results that will improve the relationship between NAPS and USPS for the best benefit of NAPS members.

NEW YORK AREA



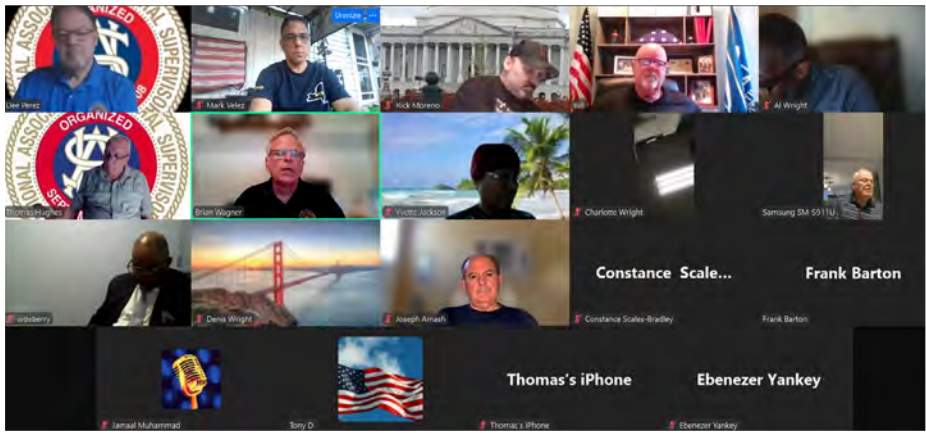
New York 1 District Manager Lorraine Castellano retired after a 41-year career; a celebration was held in her honor. From left: Ivonne Warden, Castellano and NAPS Secretary/Treasurer Jimmy Warden.



Also attending was retired New York Metro Area Vice President David Solomon — a longtime NAPS member. Castellano worked under Solomon many years. From left: NAPS Secretary/Treasurer Jimmy Warden, Solomon and Ivonne Warden.



New York State President Mark Velez announced New York State has begun producing its own commemorative Challenge Coins to honor its branches. New York is hoping to encourage friendly competition at this year's National Convention and challenges other branches to produce coins and come prepared to trade them at the convention.



Northeast Region Vice President Dee Perez held a Zoom meeting April 14 that focused on membership.

Authoring a Vision and Strategic Plan for NAPS

Richard Green - Eastern Region Vice President



The future of NAPS is bright, but it is not without challenges. To continue growing and remaining relevant, we must do more than just manage the present — we must actively shape the future. To thrive, NAPS must continue advocating fiercely for our members while simultaneously evolving to meet their changing needs.

We must become proactive catalysts of change, helping to transform the Postal Service into the ideal organization we know it can be. Simultaneously, we must prepare our members to lead both in this new workplace and in NAPS itself.

The key to this transformation lies in abandoning the “business as usual” mindset and embracing a structured, yet inspirational, approach to the future. This column outlines a powerful framework for establishing a visionary dream and a robust strategic plan to transform NAPS into a truly forward-thinking management association.

The Power of Vision: Defining the “Why”

A vision statement is far more than a decorative plaque on a wall; it is the north star that guides decision-making, inspires stakeholders and aligns activities at every level. For a management association, a weak vision statement — such as “To Be the Best Association” — is a recipe for stagnation.

Instead, a vision must be a bold, forward-looking statement of an ideal future state. It should articulate how the association will change the lives of its members and the broader industry. I believe that “Raising the Next Generation of Leaders in NAPS” is the perfect starting point for transforming our organization and sparking our next phase of growth.

Crafting the visionary dream:

- The dream state — Imagine NAPS two to five years from now. In a perfectly successful future, our organization is thriving, growing and actively meeting member needs. We are seated at the table with senior USPS leadership, providing direct input on decisions that impact our members.
- Aspirational impact — A dream is an ambitious, driving force. For NAPS, this means creating an environment where we are actively identifying, developing

and raising our next generation of leaders.

- Memorable and inspiring — The vision should be simple enough to be understood and shared by all members. Focusing on youth and leadership development will create an immense sense of pride, purpose and commitment across our organization.

Bridging the Gap: Vision, Mission and Core Ideology

While the vision defines our future destination, the mission defines our present journey — what NAPS does, for whom and how.

- Core ideology — This defines what our association stands for and why it exists; it is unchanging. NAPS’ core values always have centered on providing top-tier representation and advocacy for the betterment of all EAS employees. This always will remain our top priority.
- Envisioned future — This is what we aspire to become. To truly transform NAPS, we must expand our scope to provide direct training for members who want to be upwardly mobile in the USPS. We have subject-matter experts across the country ready and willing to mentor. NAPS is ready to step into this professional development space. We cannot allow outside entities to occupy a space we already are built to fill.

The Strategic Plan: Translating Dreams into Reality

A vision without a plan is merely a dream, but a plan without a vision is a drain on energy. A strategic plan is the road map that breaks down our visionary dream into achievable, time-bound steps. Our plan should focus on two pillars: grooming the next generation of NAPS leaders and fostering career growth for members aspiring to higher levels in the Postal Service.

Phase I: Situational Assessment (Where are we now?)

Before planning, we must conduct a thorough SWOT analysis (strengths, weaknesses, opportunities and threats):

- Internal and external review — We will analyze our internal capabilities (technology, staff, financial health) against external pressures (regulatory changes and competitor growth).

- Data-driven insights — We will use member surveys, focus groups and industry reports rather than assumptions to guide our planning.

Phase II: Setting Strategic Priorities (What matters most?)

Given limited resources, we must focus NAPS' capital and energy where they yield the highest return for our membership:

- Focus areas — We will select three to five key pillars, heavily prioritizing the development of our future leaders.
- SMART goals — Every priority will be converted into specific, measurable, achievable, relevant and time-bound goals.

Phase III: Implementation and Accountability

A common failure point in organizations is the “shelf-ware” plan — a beautiful document that sits in a drawer and never gets implemented:

- Accountability — We will assign specific responsibilities to staff and board members for every single initiative.
- Key Performance Indicators (KPIs) — We will define clear metrics to track progress, such as engagement rates, new member growth and training completion rates.

The Future-Ready Management Association: Trends to Embrace

To make our dream relevant to tomorrow's leaders, the strategic plan must address emerging modern trends:

- Digital transformation and AI — AI is shifting from a basic operational tool to a core driver of strategy. NAPS should use AI to analyze member data, predict trends and tailor educational content to individual needs.

- Member-centric personalization — One-size-fits-all programming is dead. We must use behavioral insights to provide personalized experiences, offering unique resources that resonate with early-career managers, as well as seasoned veterans.
- Sustainability and ESG — Management associations have a responsibility to lead on ethical issues. Integrating environmental, social and governance (ESG) principles into our operations is essential for attracting modern, purpose-driven professionals.

Engaging Stakeholders: Building Buy-In

A strategic plan created in a boardroom vacuum is destined to fail. To succeed, the vision must be co-created and communicated early and often:

- Involve volunteers — We will actively engage committee members, branch leaders and new members in the brainstorming process.
- Communicate clearly — We will create a highly scannable, one-page summary of the strategic plan to share widely with membership.

A Continuous Journey

A strategic plan is a living document, not a static monument. In a world of constant change, NAPS must schedule regular check-ins — at least annually — to review and adapt our plans, ensuring we remain relevant and proactive. By defining a bold vision, embracing the dream of a transformed organization and executing a flexible, data-driven plan, we will guarantee our sustainability and provide unparalleled value for our members.

The future of NAPS is being written right now. Our task is to ensure we are the authors — not merely the readers.

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Building the Bench

Bobby Bock - Southeast Area Vice President



What are we doing to build a bench? That question applies not only to the Postal Service, but also to NAPS. Developing the next generation of leaders is not optional — it is essential.

With over 36 years in management, I have made it a priority to create opportunities for employees seeking upward mobility. Sometimes, the most effective actions are the simplest.

Introducing employees to members of leadership can

make a meaningful difference. It allows leadership to connect a face to a name on an eCareer application, turning a resume into a real person with potential.

Mentorship also plays a critical role. Assisting employees with their eCareer profiles, explaining the financial and professional benefits of management and reinforcing that advancement is achievable all are part of building a strong bench. I am currently working with several individuals across the organization.

In my own office, I have seen a craft employee recently promoted to supervisor of Vehicle Maintenance. I also have watched a general clerk successfully transition into an administrative assistant role. These are success stories that demonstrate what is possible.

However, we must be honest about the challenges. Current training for entry-level supervisors is lacking. We need to move away from over-reliance on virtual platforms like Zoom and return to in-person, hands-on training.

While the Associate Supervisor Program was not perfect, it provided practical experience that prepared individuals for real-world leadership. As a former classroom instructor, I saw firsthand how that environment helped many employees grow and advance.

When employees make the transition into EAS positions, our responsibility does not end — it begins. Coaching and mentoring must continue. New supervisors need guidance not only on managing operations, but also on navigating leadership dynamics. They must learn how to manage expectations, including those of their supervisors.

Let's be candid — not every boss will make the job

The USPS Must Eliminate Its Exempt Policy

Dee Perez - Northeast Region Vice President

If USPS Headquarters cares about their EAS employees, it needs to eliminate its exempt policy this year. I asserted in a previous column that USPS leadership says it cares about its employees, but then requires them to come to work in a blizzard, even though they knew the mail would not be delivered that day.

I don't want to beat this horse to death any longer; it's over, we've moved on and, hopefully, it's a lesson learned. But this time, the issue is not local. It is a USPS Headquarters leadership policy that continues to disappoint EAS employees nationwide.

I'm talking about the exempt rules for EAS employees. By not fixing this concern, it shows, once again, leadership does not care about affected EAS employees.

Although in the *ELM* since 1938, EAS employees were established under FLSA laws that set minimum wage, overtime and the distinction between exempt and non-exempt. In the 1970s and 1980s, the USPS began aligning its internal policies more with FLSA requirements. In the 1980s and 1990s, the *ELM* was expanded and included clearer classifications for EAS managers and postmasters.

easy. I consider myself fortunate to work with a strong team, but that is not the case for everyone. There will be challenges with upper-level management.

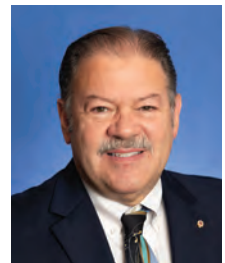
When those moments arise, it is important to remain professional, stay focused and not allow yourself to be taken advantage of. This message is especially important for supervisors and special-exempt employees: We do not work for free.

There also are positive developments on the horizon. NAPS is rolling out new training initiatives focused on eCareer and strengthening KSAs — knowledge, skills and abilities. These efforts, led by NAPS President Ivan D. Butts and Dr. Gi Gi Griffin-Earnest, will help equip our members for advancement and success.

As we move forward, one principle must remain constant: We must always lead with integrity. Building a bench is not just about filling a position — it is about developing leaders who are prepared, professional and committed to the mission.

Until next month, let's stay focused.

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This brings us to today. In my opinion, what has taken place is a disgrace to EAS employees under this *ELM* rule. It has brought hardship to several EAS employees; USPS Headquarters needs to fix this as soon as possible.

Leadership can't hide behind the claim it is unaware of what is taking place in many districts across America. Headquarters is aware of the lack of EAS employees — whether due to medical issues or short staffing. The data may indicate only a small number — let's call it 5% of EAS vacancies, which may well translate to a small number numerically.

However, every EAS employee who is part of that small numerical number is almost certainly an affected NAPS member. They are working open to close, six or seven days a week, and not getting paid for working their non-scheduled day because the MPOO declared they must work because no other EAS employee is able to provide coverage.

If anyone thinks it's okay to force an EAS employee to work on their nonscheduled day, from open to close, over 12 hours a day, six to seven days a week, without

pay because the *ELM* has categorized them in a particular exempt status — those are the rules — they are mistaken. The MPOO can authorize you to work on your nonscheduled day due to a lack of coverage.

However, MPOOs can grant the EAS employee a comp or an administrative day within the same week. But if they do not, then, eventually, it becomes a “potential mismanagement/abuse of exempt status.” That also is known as a chronic staffing failure, making the work-hours no longer reasonable under *ELM* 434.132. It simply means, “Houston, we have a problem!”

If you are an EAS employee experiencing these issues, you must notify your local NAPS branch president. Then, begin emailing your MPOO to request a day of rest within the pay week due to the excessive hours and days (mention the total hours, daily and weekly) and the number of days you have been required to work. Stipulate that you are requesting a day off for your personal health and safety.

The USPS places great importance on employee availability; I understand why and agree with it. However, the MPOOs ignoring and refusing to provide coverage only will contribute to EAS employees handing in a medical note stating their doctor recommends they no longer work these excessive hours and days. They may very well hand in a note stating they will be out for several months.

Regardless, this is not a healthy solution to the problem. If the MPOO continues to ignore your request, then you need to respond, “This is beyond what can reasonably be sustained under *ELM* guidelines for exempt employees.”

The True Cost of Doing Business

Myrna Pashinski - Rocky Mountain Area Vice President

Let’s talk about lead clerks performing TACS duties and the true cost of doing business when that responsibility is not managed correctly. Since 2010, when the APWU secured the right for lead clerks to perform TACS duties, there has been ongoing resistance at all EAS levels. Many believed the role involved access to sensitive information traditionally handled by timekeepers — concerns that shaped behavior for 15 years.

Fast forward to Sept. 30, 2025, when the historic \$4,241,000 arbitration settlement award was announced. The agreement included 10 key points.

Implementing the settlement has not been easy; not much information is available. On Feb. 26, 2026, the APWU put out a Q&A to its members that also is avail-

To those leaders who will argue these EAS employees raised their hands, I say, “Those are the rules.” I venture these USPS leaders have never gone through what these employees are experiencing in this stressful work environment, with an continually increasing workload.

EAS employees today are constantly criticized in an abundance of excessive hourly emails about yesterday’s performance in every category imaginable. This, in addition to everything that needs to be done yesterday, even though the completion time may be weeks or a month away. The pressure on EAS employees is unprecedented, yet USPS leadership has failed to diffuse or manage it effectively.

For those USPS leaders not doing anything to find relief for these EAS employees, I will remind them that today’s Postal Service is not what it was in 1938, 1970, 1980, 1990 or the early 2000s. How would they like to work 47 to 48 weeks with only four to five weeks off a year, open to close, six to seven days a week? This is why many EAS employees do not seek upper mobility.

In my opinion, if any USPS leader thinks this is fine, this person has no business being a leader in the Postal Service. This is tantamount to slave labor; we no longer are living in those days, thank God!

Branches, please sign three nonmembers each month!
Always, in respect.

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able for those who want deeper insight into what those 10 key points mean.

But let’s talk about the rest of the story. Have you had a conversation with your supervisor or other senior leadership about the cost of performing TACS duties yourself? Because there is a cost — and it is being tracked.

The Postal Service now is monitoring every TACS entry, including who performs it. In most locations, if not all, senior leadership is pressuring supervisors daily to make TACS entries.

However, each time an EAS employee makes an entry a lead clerk should make, your name appears on a report along with a dollar amount tied to that action. Senior

leaders are monitoring how that dollar amount is increasing or decreasing by EIN number. Are they sharing that information with you?

Let that sink in. They have information on how much you are costing the Postal Service for making TACS rings, but are they sharing it with you?

That report quantifies, in real dollars, in automatic payments to lead clerks when EAS employees perform work that belongs to the craft. Here is the key point: The lead clerk does not have to file a grievance; the payment is automatic.

When I first saw this report, I was stunned. This is a straightforward way EAS employees can help save money in this time of unstable financial security. Why not share this information?

Now, consider this:

- You have 50 employees. You enter TACS moves for a weekly stand-up talk. That is at least two entries per employee — one to move them, one to return them.
- That is 100 entries. At \$10 per entry, it totals \$1,000.

Do that consistently and, suddenly, what seemed like a small task becomes a significant, recurring expense. Over time, those dollars add up — impacting your unit's operating expenses and your NPA rating. Just consider what has happened to your TOE.

So, why are we doing work the lead clerk is assigned — and contractually entitled — to perform? As supervisors, managers and postmasters, we already carry an overwhelming workload. We are expected to meet every metric, every day, with precision. Why add another task?

If your lead clerk is responsible for TACS, hold them

accountable for the entire function. That includes accuracy, timeliness and consistency. Your role is to oversee, monitor and ensure proper staffing — not perform the work yourself.

When we take on that work, we are not helping. Instead, we are creating unnecessary costs and weakening accountability. We also are not showing our ability to delegate the work that needs to be done.

Now, let's talk about opportunity. Lead clerks are not just an obligation, but also a resource. What could you remove from your daily workload if you used your lead clerk to the fullest extent of their position, duties and responsibilities? What higher-level responsibilities could you focus on instead? You are looking for other opportunities, aren't you?

Delegation is not optional; it is essential. If you are preparing for the next level, your scope of responsibility only will increase. Whether in Processing, Logistics, Retail and Delivery or Headquarters, success depends on your ability to show you can delegate effectively and hold others accountable. Both are critical skills in order to move up in the organization.

Your current team — lead clerks, clerks, mail handlers and carriers — are your training ground. Use it to your advantage. Master delegation now and you will be ready for what comes next.

In the meantime, stop paying for work already assigned and covered by your lead clerk. Your budget and your NPA will reflect the difference.

For more information, including settlement details and the APWU Q&A, search on Google or contact me.

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Get Active: Participate in Your Branch!

Dan Mooney - North Central Area Vice President



Everyone who is a NAPS member should get this *Postal Supervisor* magazine. My hope is most, if not all, members read this magazine and this column.

Every NAPS member has something to offer and something to learn from its branch and the NAPS organization. No one knows it all. We are stronger when all participate; there is no "I" in team.

If you are sitting at home reading this, you are a member of a NAPS branch. What is holding you back from attending and participating in your branch meetings? Do you know when and where your branch meets?

Your NAPS branch needs and wants your participation! If you don't know what branch you're a part of, go to the NAPS website (www.naps.org) and look up your branch president contact information or call NAPS Headquarters (703-836-9660) and ask for that information. Contact your branch president and find out when and where your branch meets.

Go to a branch meeting and introduce yourself; your fellow members are waiting to see and hear from you. Share your contact information and get others' contact information. Talk to others; listen to what others are saying.

continued...

Take advantage of the networking opportunities your branch meetings offer. If you are having issues with your manager, share that with others and listen to the advice offered. Most branch officers are experienced and can help you with those issues.

You also will get officer reports that give you updates from NAPS Headquarters and, possibly, what's happening in your district and local area. There is valuable information shared at local branch meetings.

This is the time to discuss workplace issues, both positive and negative. It's a time when we help each other overcome workplace obstacles, celebrate success and plan futures. NAPS is here to help you when you need it!

Perhaps you possess a particular skill or know someone who can benefit the branch; share that information. Being involved in your branch does not always mean representing members in need. A strong branch needs multiple members to be active and supportive.

A strong branch usually means it has multiple committees working behind the scenes to support it. These include committees such as membership, events, legislative, sickness and welfare, etc. A strong branch usually has multiple members working to support it. Everyone has something to share and give.

Mark on your calendar the dates of your next few branch meetings. Perhaps you will enjoy attending your branch meetings and start attending them regularly. Other doors most likely will open and additional benefits will come forward.

There are area and regional training seminars, state conventions, national legislative seminars and national conventions to which your branch will be sending members. Would you like to be the one who benefits from your branch sending you to some of those events? It happens when you start attending your branch meetings.

While you are at it, don't forget your spouse or significant other. Bring them along to the branch meeting to join the branch auxiliary. Why not work together for the common good?

Your local branch meeting has a lot to offer, but you must attend. You have something to offer and something to gain from attending your branch meetings. Find out what that is!

As always, stay on the high road; the view and the people are much better!

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2025 WINNERS OF THE **Louis M. Atkins Presidential Student Scholarships**

Each year, NAPS awards five \$1,000 scholarships in honor of former President Louis M. Atkins and other former NAPS presidents for their dedication to members and their families. One winner is randomly selected from each of the five NAPS regions:

Northeast Region: Maggie Levins, granddaughter of Richard Walter, Linda Wagner SE MA Branch 120. She is studying marine biology at Roger Williams University, Bristol, RI.

Eastern Region: Tianna Brooks, daughter of Tamika Lee, A. Millie Callaway, DC, Branch 135. She is studying biomedical science at North Carolina Central University, Durham.

Central Region: Emmerson Rowley, daughter of Steve Rowley, Gary, IN, MSC Branch 171. She is studying psychology at Saint Ambrose University, Davenport, IA.

Southern Region: Taylor Grandberry, granddaughter of Shri Green, Don Ledbetter, TN, Branch 41. She is studying nursing at Howard University, Washington, DC.

Western Region: Alyssa Cook, daughter of Sharon Cook, Idaho State Branch 915. She is studying engineering at Worcester Polytechnic Institute, Worcester, MA.



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We proudly support USPS employees and their families alongside the National Association of Postal Supervisors (NAPS).

The Blue Cross and Blue Shield Federal Employee Program® offers comprehensive plans made to meet the needs of USPS employees.

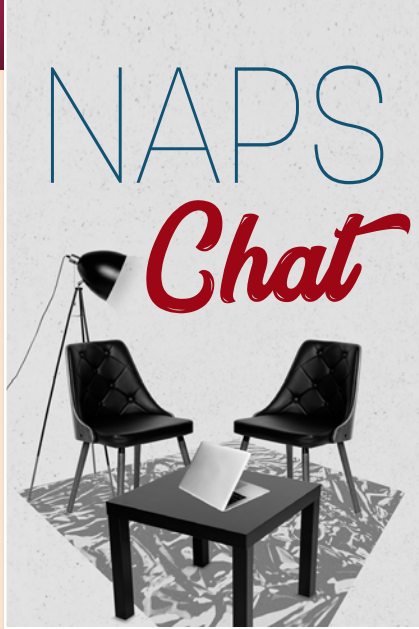
Access our network of over 2.2 million doctors and hospitals, as well as extensive health resources like chiropractic care and mental health support.

Learn more at fepblue.org/our-plans/USPS



HERE FOR YOU

This is a summary of the features of the Blue Cross and Blue Shield Service Benefit Plan. For a full description of benefits, please read the Postal Service Health Benefits Program brochures (FEP Blue Standard and FEP Blue Basic: RI 71-020; FEP Blue Focus: RI 71-025). All benefits are subject to the definitions, limitations and exclusions set forth in the brochures. The Blue Cross® and Blue Shield® words and symbols, Federal Employee Program® and FEP are all trademarks owned by the Blue Cross Blue Shield Association.



Fulfilling the Postal Promise of Universal Service and Financial Stability

On the May 1 episode of *NAPS Chat*, Dr. Elena Patel, co-director of the Urban-Brookings Tax Policy Center and senior fellow at the Brookings Institution,* joined Bob Levi to discuss the extraordinary economic impact the Postal Service has on rural and postal-reliant communities, as well as the importance of the agency's universal service obligation to the entire country. They also talked about the difficulty the Postal Service has in effectively meeting this obligation in light of its current financial pressures and potential fixes.

Levi: You authored two research papers on the Postal Service this year — the first focusing on the financial importance of the agency to rural America and the second dealing with its ongoing financial misery. Are these papers related?

Patel: Yes, they are part of my broader research agenda to try and understand the value of the Postal Service's network alongside conversations about its financial situation.

Levi: And how they relate to one another?

Patel: They relate in that the paper about the USPS and rural America is intended to quantify some of the benefits of the network and seeing the agency as a public good, whereas the financial paper is trying to lay out the current cash crunch it is facing, what its sources are and what that means going forward.

Levi: Service to rural America is part of the Postal Service's universal service obligation (USO). What is that obligation?

Patel: The USO is the core of the Postal Service's mission. It's been there since it was established with the founding of our nation. Its mission is to bind the communication needs of everybody in the United States. It broadly means the Postal Service is required to serve everyone in the country, no matter where they live, at uniform and affordable prices with reliable service.

Levi: The Postal Service, specifically the USO, is a government service.

Patel: Correct.

Levi: If so, should the government reimburse the Postal Service for providing that essential service? To what degree should the federal government be involved in financing the service?

Patel: That's a good question; I think about it a lot

lately. I describe this as a surprise to economists that, since 1970 when the current Postal Service business model was established, American taxpayers essentially have been benefiting from a free lunch. That means the Postal Service was granted a monopoly over letter mail during a time when letter mail not only was prominent as a method of communication, but also highly profitable.

And the Postal Service was using those profits to offset the costs of the USO. That's why, in 1970 I think, it was possible to say the Postal Service is an independent federal agency that does not require taxpayer funds to fulfill the public-good mission.

The problem is that, in 2007, the train went off the tracks, so to speak, with the rise of the internet. Digital communication and e-commerce broke down this model. Right now, that business model no longer provides a free lunch. The Postal Service is providing a really valuable service to American taxpayers and, at this point, it requires the American taxpayer to pay for those services.

Levi: I recently viewed a hearing conducted by a parliamentary committee in the United Kingdom. The discussion focused on the ability of the Royal Mail, which is a privatized postal system, to meet the U.K.'s universal service obligation. The regulator proposed to reduce the USO. Is the United States facing that same dilemma?

Patel: Yes. In other things I've written, I've tried to lay out the point that what's broken in the U.S. business model is broken around the world. All postal operators face the same fundamental problem — letter mail is on the decline. In many places outside the U.S., it has been a protected source of revenue that has eroded.

Even in countries where you have private operators or partially private operators in Europe, they all are facing

the exact same financial crisis. In the European model, what is required if you move to a private or partially private operator is the operator is directly compensated by the government to fulfill the USO.

Levi: There also is a financial burden the Postal Service has that most foreign operators don't have and that is paying for health benefits. In most European countries, health benefits are funded by the government.

Patel: That's right. And some of the Postal Service's retiree obligations sit at the crux of the problem the agency faces right now.

Levi: Before we started this podcast, you mentioned you recently were in Copenhagen. Denmark decided to eliminate letter mail. Are we at risk in the United States for the same type of outcome?

Patel: I worry that outcome is part of the conversation. I don't think it's a practicable outcome for the United States. What most people forget is how geographically large the country is compared to Denmark or European countries.

The scope of the Postal Service's delivery network, its obligations and operation are so much larger. My work is focused on highlighting how important that connective service is as infrastructure to rural areas.

Levi: Let's move to rural areas and postal-reliant communities, which are not exclusively rural areas. How does the Postal Service impact these communities?

Patel: It impacts consumers and businesses and sort of the fabric of the community. Post offices and their retail footprint largely have been there for many, many decades. The Postal Service does not have the ability like UPS or FedEx to close a post office if there is not enough foot traffic in the building.

The Postal Service has 33,000 post offices around the country; every community has one. And in places where banks and pharmacies are closing and retail presence is physically shrinking, those consumers and businesses rely on the Postal Service's network to remain connected to the economy. That's the notion of our Postal Service as part of the infrastructure like roads and bridges.

Levi: I was looking at some data that, in 1982 — the last year the Postal Service received a public service subsidy — there were over 30,000 post offices. Currently, we are down to about 25,000 post offices. Have communities where post offices closed been impacted?

Patel: My research suggests "yes." What does a post office do? In rural or less-dense communities, it supports consumption — people, right now in an e-commerce world, are able to receive packages for which the Postal Service does last-mile delivery. It supports the delivery of prescription drugs when pharmacies are closing. It supports businesses by providing the ability to receive supplies.

Most businesses in these areas don't have their own supply chains. A business orders shampoo for its hair salon through the internet and the Postal Service is the operator that delivers those things.

My research shows when businesses are operating in a place where access to a post office is easier, there is more business activity. And that is helping those communities economically.

Levi: What I've also found that is not exclusive to rural areas is when you are able to shop around on the internet, assuming you have broadband access, you can find the least expensive or most value-laden product, which you may not be able to do if you shop just locally. That probably allows rural America to save money on consumer goods.

Patel: I agree. What keeps some of those consumer goods affordable for rural areas is their affordable delivery. For instance, UPS and FedEx charge surcharges for delivering outside dense areas; the Postal Service does not.

Levi: The corollary is if I am a small business located in a rural area, this gives me access to a nationwide market.

Patel: 100%! I think that's really important to people.

Levi: You mentioned infrastructure stability. What impact can instability have on a rural community?

Patel: The instability of the network?

Levi: Yes.

Patel: I think right now what we see is not so much instability of the network, but instability of service that the network is providing. Most people probably know the Postal Service is undergoing consolidation efforts to achieve efficiency. That means they have changed some of their operations in a way that has degraded service, especially for less-dense and rural areas.

What I have heard through my work and being invited on podcasts like this is how much businesses and rural areas, as well as people who rely on the Postal Service to mail bills and receive prescriptions, are seeing disrupted service in a way that affects them. They're not getting the feed for their farm on time, their drugs are coming late. I think the instability of service is at the top of minds lately.

Levi: You point out in your paper on rural mail service that economists have not paid enough attention to the impact of the Postal Service on rural communities. It seems quite obvious there is an impact. Why do you think it's been ignored?

Patel: I think it's a tough thing to study. And I say that as an economist, putting on my researcher hat. When you are trying to study the effects of certain policies,

usually the way we figure, did policy x do y because policy x changed? In the case of the Postal Service, its biggest asset is the stability of its network.

But that makes it very hard to observe. For example, when a post office closes in a rural area, what happens to businesses and consumers around that post office? The research has trouble keeping up because there is not a lot of variation in the data to be able to figure those things out. And that is what my paper you are referencing was trying to do — take advantage of the stability to get that estimate.

Levi: A lot of the attention on Capitol Hill is the disparate treatment that rural America suffers as a result of this reorganization; they hone in on delivery speed — how long it takes for a letter or product to get to a rural recipient. Did that have any impact?

Patel: Yes, it does. If we could get to a place where the Postal Service offers reliable service, then businesses and customers can more easily pivot around, “Okay, I now should expect it takes a day longer so I need to order things a day sooner.”

Right now, we are in a world where everything is being changed. And because things are being changed, I think it’s the instability that is disproportionately affecting rural America. They don’t know when to order their prescription drugs, the feed for their farm or business products to get them when they need them.

Levi: I find it intriguing in your paper that business activity is related to the proximity of a post office. Can you talk about that?

Patel: As I was saying, research is a little bit tricky in this area. What I did in that paper was imagine a small town and think about that, as a business, if I need to use the post office’s services, there is the cost of my time. I need to get in my car, drive to the post office, go to the retail counter and talk to somebody.

Those all are minutes I’m not working. So that was the intuition of if I want to become an Amazon seller, for example, there’s not a lot of commerce in my town, but I can be connected to the economy. How do I do that?

If you want to be a seller for Amazon, you have to be able to ship your product. You can imagine that’s easier the closer you are to a post office. In rural areas, people can be 30 to 40 miles from a post office.

Levi: One of the premises looked at in the past, particularly with regard to rural post offices and mail delivery, is the post office has developed into the center of the community. Did your research touch on that aspect?

Patel: I wish that it had; that still is an outstanding “to-do” item. My research agenda is to try to understand post offices as the fixture of the community. I think a lot more sociology-type researchers will tell you work has been done in this area — identifying post offices as

pillars of their rural communities.

Levi: When you are a pillar of a rural community, does that have an economic impact?

Patel: It does. I also would say the post office itself has a direct effect on the economy. Postal Service jobs are good jobs; they have been good jobs for a very long time. They are less discriminatory than private employers. People have longevity and long tenure when they work for the Postal Service. In places where jobs and retail are disappearing, those are highly valued jobs.

Levi: Generally, accessibility and affordability are two essential elements of the universal service obligation. If we had differential pricing on letter mail — we already have it on parcels — it would cost more to send a letter to Alaska versus across town — how would that impact the economies of rural areas?

Patel: I think that would further disproportionately affect rural areas. A core of the USO is that prices are uniform. And across a country as large as the United States, uniformity is a really important pillar of the USO.

Levi: Over the years, we’ve been told the Postal Service and its services are essential because of limited access and connectivity to rural communities. Is that necessarily true or do they work hand in hand — the post office and broadband connectivity?

Patel: I looked into this a little bit with my research. What I found is they are much more complimentary than they are substitutes. Even in rural areas, if you went to 100% broadband, there still is a very important role for the Postal Service in what we just talked about, which is the physical delivery of especially packages, but also bills and contracts — things that require wet-ink signatures.

All of that is physically delivered by the Postal Service. To my mind, it doesn’t seem like that goes away, even to go up to 100% broadband. People don’t realize how spotty broadband coverage still is in the United States. It’s still barely at 80% when you go outside dense urban areas that you have access to broadband at all, even in 2026.

Levi: If we took the approach as some would suggest that we reduce delivery days in less-dense population areas, have differential pricing for different types of areas, speed — all things being considered — that would impact not only accessibility and the USO, but also the American public’s good will toward the Postal Service. What do you think would happen?

Patel: If you asked a politician, I don’t think that’s a policy they would support. It’s clearly discriminatory against certain Americans based on where they live, given the Postal Service is a public operator; it goes against the notion of public good.

We don’t think rural economies should have only dirt

roads. We think they should have paved roads like the rest of the country and they should have equal, uniform access to the postal network.

Levi: What impact do you think rural economies have on the national economy?

Patel: I think they have an incredible impact on the national economy. One, they are consumers; UPS, FedEx and Amazon are trying to reach those customers. Most people think the Postal Service is being subsidized to deliver letters to people's homes, but Amazon, UPS and FedEx rely on the Postal Service for a business input to get the goods of e-commerce to less-dense and rural areas.

Any conversation about that misses the point — people who live in rural areas may be smaller in number, but it's a huge chunk, geographically, of the economy. We essentially would be foreclosing some of their access to the U.S. economy by not providing postal service out there.

Levi: So it is a vital component of the U.S. economy to support businesses via postal operations?

Patel: Yes.

Levi: The USO and serving rural America has a cost — a cost currently borne in some way by postage. The Postal Regulatory Commission, on an annual basis, values what that cost is — if a private operator would run it, these are services that would not be provided. As we know, the Postal Service has been promoted as a self-financed, independent agency. If it were to be appropriated, do you think there is a path to solvency and continuing to provide the service Americans expect and demand?

Patel: I do. I think the easiest — ignoring the politics — mechanical solution to the problem is to join every other developed nation and compensate the postal operator for the cost of the universal service obligation. There is independent analysis of these costs; that's what the PRC does on an annual basis. And that could serve as the basis for a regular — and uncontentious, I would hope, because the PRC estimates it and not the Postal Service — appropriation to help close the gap to make sure the Postal Service is standing on its own two feet with regard to the USO.

Levi: Interestingly, the last year the Postal Service received an appropriation for providing service to just rural America — which is not the totality of the USO that includes six-day delivery, uniform rates, reliability, maintaining and not closing post offices — was in 1982. The appropriation was \$460 million.

In 2026 dollars, that totals around \$1.6 billion. In an \$80 billion entity, that's not a big deal. Is it?

Patel: I don't think it is. I'm a tax person; I'm at the Tax Policy Center and look at a lot of tax issues and the fed-

eral budget. The PRC — in addition to the good work they do to make sure the Postal Service is providing reliable service and maintaining all its requirements — estimates that rural access, plus all the other elements of the USO, in total costs \$6 or \$7 billion.

We spent \$5 trillion on tax cuts last summer. So, in the context of the federal budget — I know we run persistent deficits and there are tax and spending problems that need to be solved — I think the Postal Service's problem through an appropriation of \$6 or \$7 billion is so small in the grand scale of what it does and supports in the United States.

It's surprising to me they haven't asked for the appropriation. I think there is an easy path forward, which is just compensate them for the cost of the USO.

Levi: And the irony is when you listen to members of Congress, they focus on those elements of the USO that are most important to them. It would seem like a no-brainer.

Patel: It does to me. I think there is hesitation on both sides. I can understand the Postal Service's hesitation about accepting appropriations. Right now, the Postal Service is in fierce competition in terms of the market with UPS, FedEx and Amazon to deliver packages.

The Postal Service needs to operate with autonomy and be flexible to be able to pivot and respond to market conditions. So, if the money comes with strings attached where you have to ask Congress for permission to make changes, slowing all that down, it would, I think, be really detrimental to their ability to participate in the market as an independent agency.

I think the worry could be, "If we are appropriated funds for the USO, what strings come with it?" And that's some of the balance.

Levi: The concern is the USO only applies to letter mail.

Patel: That's right. There are some delivery products also part of market-dominant mail, but people mostly think of letter mail. And it was born in the late 1700s when we were not imagining package delivery. I think of the USO including that last-mile element of package delivery.

Levi: In the time of the Colonial Post Office, they were thinking about mail and periodicals.

Patel: Yes, exactly! So we have come a long way from that, but its roots are in letter mail and periodicals.

Levi: In 2015, I attended a symposium in this Brookings Institution building on the "Future of the Postal Service." That conference was hosted by Elaine Kamarck, who is a senior member of the team here. As they say, the future is now. If you could go back in time and engage with Elaine, what would you tell her? What would you recommend in 2015 based on what you know now?

Patel: I think what you are missing, with the benefit of hindsight, is in the 2010 to 2020 era when people were really concerned about the retiree healthcare benefit prefunding; it was like a financial noose around the neck of the Postal Service. The more general funding problem I think they were missing was sleeping under the hood — retiree obligations dictated by the federal government.

For every other agency, those costs are paid for by the Treasury; everything is internally consistent. The Postal Service has no control over those costs. And some of why their margins are negative is not because their operating margins are negative. It's because their retiree benefit expenses — including prefunding that was the focus in 2015, but also FERS and other pension elements — all are part of the questions: "Who should be financing those?" "How should they be financed?" and "What is the obligation of the Postal Service?"

If we could go back in time, I hope we could take more seriously the erosion of letter mail, which certainly was on the decline in 2015, but continued to slide down. Also, take a more holistic approach to how we should be funding retiree obligations.

In 2021, it seemed like we solved the problem. We were like, "No problem, there won't be any retiree healthcare prefunding; it's solved!" But that's not true. There are other obligations that now are the problem.

Levi: So, in a holistic approach, we need to deal with retirement issues, as well as the USO and, probably, if we put those things together, the Postal Service might be on more stable financial footing and continue to perform its USO.

Patel: Yes. The Postal Service has an enormous base of retirees. It's one of the largest employers in the country

and has been for decades. That they are experiencing trouble with how to fund retiree benefits is not surprising to me.

It's an issue I think Congress should take seriously if any reform is to go forward.

Levi: Right now, there is consideration of proposals to recalculate the formula — particularly for those individuals who participated in CSRS because, pre-1971, they were government employees, not postal employees. And the second aspect of that is a desire to invest the retirement trust fund into securities other than very low-earning Treasury bills. If we put all that together, maybe we have a plan?

Patel: I think those are the makings of reform. There is one other thing worth saying, again, because I think it's a very easy Band-Aid. The Postal Service only can borrow money from the Treasury and it only can borrow \$15 billion in total. That amount has been their cap since 1991; it's a nominal value. The Postal Service is an \$80-billion-a-year operation.

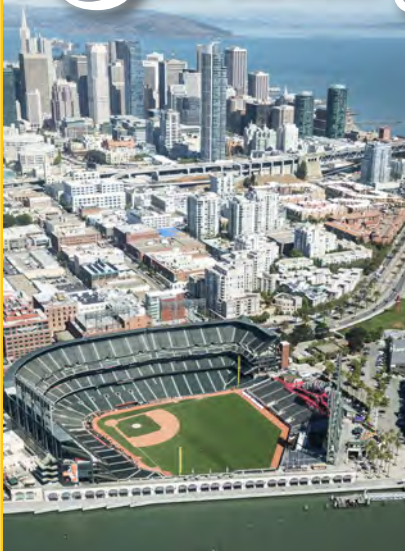
I think that borrowing cap has to increase, especially when we are asking the Postal Service to potentially undertake massive capital investments to reorient the network to packages. The agency needs access to capital; they need a higher borrowing limit. I think all those are elements of reform.

Levi: Thank you for joining us today!

Patel: Thank you for having me; I appreciate it.

**The Brookings Institution is a nonpartisan, 100-year-old, Washington, DC,-based think tank. It conducts, in-depth, evidence-based research and analysis to provide policy recommendations on economics, governance, foreign policy and the global economy.*

ENJOY A Baseball Game at Oracle Park



Get ready for an unforgettable experience at Oracle Park! As a special treat, NAPS members attending the national convention this August are being offered an exclusive 30% discount to see the San Francisco Giants in action:

- Sunday, Aug. 9, 1:05 p.m. - Giants vs. Tigers
- Monday, Aug. 10, 6:45 p.m. - Giants vs. Astros
- Wednesday, Aug. 12, 12:45 p.m. - Giants vs. Astros

Don't miss the chance to soak in the eclectic atmosphere, cheer for the Giants (unless you are from Detroit or Houston!) and enjoy a fantastic day out with your fellow NAPS members. Use this ticket purchase link:

<https://www.gofevo.com/group/NAPSGiants2026>

Simply click "Get Tickets" next to your chosen game to unlock this amazing offer. Whether you are a die-hard baseball fan or just looking for a fun afternoon or evening, this is a swing you won't want to miss. Besides great baseball, you will enjoy a stadium with an old-time feel, but with modern amenities, that offers breathtaking views of San Francisco Bay



Let's hit a home run together — get your tickets now!

★ THE 70TH ★ NAPS NATIONAL CONVENTION

★ WELCOME PARTY ★

~ SAN FRANCISCO, CA ~



★ SADDLE UP & STEP INTO THE

★ WILD WILD WEST ★

★
MONDAY
AUGUST 10TH



★
SAN FRANCISCO,
→ California ←

★ THEME: ★

★ THE WILD WILD WEST ★

Dust off your boots, grab your hats, and bring that western drip...

★ DRESS YOUR BEST IN THE WEST ★

COWBOY HATS ★ BOOTS ★ DENIM ★ FRINGE ★ WESTERN GLAM

← WHAT TO EXPECT →



HIGH-ENERGY
VIBES



MUSIC &
DANCING



NETWORKING &
FELLOWSHIP



A NIGHT YOU
WON'T FORGET

★ HOSTED BY ★
★ BRANCH 88 ★

★ CELEBRATING 118 YEARS OF LEADERSHIP & EXCELLENCE ★



NATIONAL ASSOCIATION OF POSTAL SUPERVISORS 70TH NATIONAL CONVENTION

AUGUST 9 – 14, 2026

SAN FRANCISCO MARRIOTT MARQUIS | 780 MISSION STREET | SAN FRANCISCO, CA 94103



70th NAPS National Convention Registration/ Delegate Credential Process Now Open at NAPS.org

Convention registration closes July 17
Hotel room block expires July 17

The credential process is initiated when a member registers as a delegate for the National Convention online at naps.org. **This means a member first must register in order for a credential form to be generated for them.**

So, exactly how will registration work? When Jane Doe registers as a delegate, a new electronic credential form will be created for her in our system. Using information provided during registration, the system automatically will populate the fields on her credential form: name, address, EIN (if applicable), first-timer status, branch number and date.

The respective branch president then will receive an email stating NAPS Headquarters is requesting their signature on Jane Doe's delegate credential form. The branch president will be able to click on that email invitation, provide an electronic signature, then click "submit."

The complete credential form then is saved to our system by the delegate's name. Finally, the delegate, branch president and NAPS Headquarters all will receive an emailed copy of the completed and signed final credential form.

Important to note: Under this process, a member must register first so a delegate credential form can automatically be created for them. This guarantees every delegate registered for the National Convention has a completed credential form ahead of their arrival in August. With this process, delegates no longer have to complete a two-part process (registration and credential); the second phase now is automated.

Branch presidents: Keep an eye on your inbox for requests for electronic signatures as we begin receiving registrations after March 16. If you have any questions, please reach out to us at napshq@naps.org. We are here to help our members!

IMPORTANT CONVENTION DATES

- June 8** Deadline for all resolutions from states with conventions on or before May 22 to be mailed to Executive Vice President Chuck Mulidore at naps.cm@naps.org
- June 29** Deadline for entries for the Best Website and Best Newsletter contests to be emailed to Editor Karen Young at kbalentyoung@gmail.com
- July 6** Deadline for all other resolutions to be emailed to Executive Vice President Chuck Mulidore
- July 20** Deadline for emailing deceased members' names to Executive Assistant Sheena Williams at naps.sw@naps.org
- July 24** Deadline to submit refund and substitution requests to NAPS Headquarters

Marriott Marquis San Francisco

780 Mission St., San Francisco, CA 94103

RESERVATIONS NOW OPEN

- \$239/night (\$282.72 inclusive)
- Members are responsible for making their own reservations via the hotel link: <https://book.passkey.com/go/NAPSConference2026> or by phone: 1-877-622-3056
- Each reservation must be in occupying guest's name
- **Room cutoff date: July 17**
- Valet parking only: \$91/night per car



Alcatraz

www.cityexperiences.com



Whale Watching

www.sanfranciscowhaletours.com



Big Bus

www.bigbustours.com



Neighborhood Tour

www.exp1.com



Red and White

www.redandwhite.com



Wine Tours

www.bigbustours.com





NATIONAL ASSOCIATION OF POSTAL SUPERVISORS 70TH NATIONAL CONVENTION

AUGUST 9 – 14, 2026

SAN FRANCISCO MARRIOTT MARQUIS | 780 MISSION STREET | SAN FRANCISCO, CA 94103



2026 National Convention Shirts Available to Order

San Francisco Branch 88 is pleased to announce the presale of 2026 NAPS National Convention shirts. Cravis Taybron – Taybron’s Sweaters Unlimited – is providing the shirts with the convention logo. NAPS members can choose any shirt from his catalog. You may add your name, branch number and title for a minimal price, but that is optional.



ORDER DEADLINE IS JUNE 15

TO MAKE AN ORDER, YOU MUST:

1. Go online and view Taybron’s catalog at <https://www.sportswearcollection.com/?site=KRFP TGUMLS>
2. Fill out the order form and mail or email to him at:
Taybron’s Sweaters Unlimited, 5301 Bragg Blvd., Fayetteville, NC 28303 • Phone: 910-322-1103 • cravist@aol.com
3. The deadline for orders is June 15. Once he receives your order, he will contact you and provide the total cost.
4. Payment then is due and can be sent via postal money order or check, payable to Taybron’s Sweaters Unlimited. Payment also may be made via Cash App (\$Cravistaybron).
5. He prefers to get a NAPS Branch’s complete order on one form so he can ship shirts to one location. Shirts are mailed via Priority Flat Rate.



..... 2026 NATIONAL CONVENTION SHIRT ORDER FORM

Name _____ Phone _____ Email _____

Address _____ City _____ State _____ ZIP _____

Item #	Name of Item	Size	Color	Branch #	Name/Title	Quantity
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Mail or email order form to: Taybron’s Sweaters Unlimited, 5301 Bragg Blvd., Fayetteville, NC 28303 • cravist@aol.com. Questions? Call 910-322-1103.

70th NAPS National Convention Golf Tournament at Presidio Golf Course

The prestigious Presidio Golf Course is considered one of the nation's top public courses. Just minutes from downtown San Francisco, the 18-hole "hilly" course, with tight fairways and strategically placed bunkers, offers a challenge for golfers of all abilities.



Located within a national park, the golf course is renowned for its forest setting that offers stunning forest views, cool coastal air and amazing views of the city. This historic course originally opened in 1895 as a private course for Army offi-

cers. In 1995, it became a national park site and was opened to the public. The NAPS tournament will tee off at 9:30 a.m. on Sunday, Aug. 9. The fee is \$165 by the registration deadline of July 15; after July 15, the fee is \$195. The fee includes a boxed lunch, shared cart, greens fees, range balls, custom score cards, cart labels and set-up contest holes. Transportation will be provided.

If you have questions, contact Sally Simpao — forty9ersally@gmail.com; 650-276-8083.

NAPS 70th National Convention Golf Tournament Registration

Tournament fee postmarked by July 15 is \$165; after July 15, fee is \$195

Name _____

Phone# _____

Mailing Address _____

City _____

State _____

ZIP _____

Branch# _____

Non-postal email _____

Club rentals are available for \$75 on-site.

Box lunch includes premium deli sandwich on a soft roll, potato chips, house-baked cookie, fresh fruit and bottled water. Choose one of the following:

- Turkey & Jack sandwich
- Ham & Swiss sandwich
- Roast Beef & Cheddar sandwich
- Balsamic Grilled Vegetable sandwich



Make checks payable to NAPS Branch 88 and mail, with registration form(s), to NAPS Branch 88, attn: Sally, PO Box 880022, San Francisco, CA 94188-0022.

Two Venues Bidding for 72nd NAPS National Convention in 2030

	Harrah's Resort Atlantic City	Destination Cleveland
Dates offered for 2030 Convention	Aug. 7-18	Aug. 7-18
Sleeping room rate	\$139/Saturday through Thursday; \$189/Friday; \$289/Saturday	Hilton Cleveland: \$249 Westin Cleveland Downtown: \$249 Marriott at KeyTower: \$249
Resort fee	\$15 (reduced)	N/A
Parking	\$10/car for entire stay	Paid for by Destination Cleveland (up to 300 vehicles)
Internet	Complimentary internet in hotel and meeting space	Hilton: Complimentary Westin: Complimentary Marriott: Complimentary for Marriott Reward members
Distance from airport	15 miles, about 20 minutes, from Atlantic City International 60 miles, about 55 minutes, from Philadelphia International	12 miles, about 15-20 minutes
Number of restaurants on property	Over 13 diverse dining options to fit everyone's budget	Hilton: 1 full-service, 1 rooftop bar, 1 lobby bar, 1 24-hr grab & go Noshery Westin: 1 full-service 1 grab & go Marriott: 5 restaurants, 2 full-service, 1 grab & go, 1 coffee shop, 1 sushi bar
Pools	2 pools, state-of-the-art, climate-controlled, open year-round	Hilton: yes Westin and Marriott: no
Spa on property	Yes	Hilton and Westin: no Marriott: yes, full-service
Fitness center on property	Yes	Yes for all properties
Distance to restaurants, bars and shops	Everything is on-site; shopping also is available at the Tanger Outlets, a 5-minute ride from the property	Just steps away from over 200-plus restaurants and bars. All are less than 1 mile, ranging from 2 blocks to a 10-minute walk
Monday Welcome Reception	Complimentary reception at The Pool, courtesy of Caesars Entertainment	Destination Cleveland will provide sponsorship dollars for reception at the Rock & Roll Hall of fame with complimentary shuttle to and from
Taxi fare to airport	\$30/Atlantic City International	\$20-\$40
Providing transportation from airport to hotel?	Courtesy round-trip shuttles from both airports	No
Coffee maker/mini fridges in sleeping rooms	Yes	Yes
Recommended airport	Atlantic City International and Philadelphia International	Cleveland Hopkins International Airport
NAPS local support?	Yes	Yes

Atlantic City

EVERYTHING YOU NEED, ALL IN ONE CITY



Harrah's Resort Atlantic City delivers superior amenities and electric entertainment for an unforgettable stay. Located in Atlantic City's marina district, fine dining, beautiful hotel rooms, slot and table game excitement, pool and spa relaxation and nonstop nightlife await you at Harrah's Resort.

Retreat to plush rooms and suites, including pet-friendly spaces. Savor delicious dining and enjoy entertainment from the best live acts. Experience the very best Atlantic City has to offer!

Shake up the status quo in a destination that sets a new standard for originality and innovation. Designed for those seeking oceanfront inspiration, Caesars Entertainment in Atlantic City offers spectacular spaces, unexpected experiences, streamlined support and award-winning service.

From keynote speeches to grand-scale conferences, our diverse array of ballrooms, spanning nearly 130,000 square feet, set the stage for unforgettable moments. Go beyond the boardroom and gather in unconventional venues — a 90-foot-glass-domed pool area with constant

82-degree temperatures and a lush tropical atmosphere, a sprawling rooftop towering over the horizon or a Vegas-style showroom. Plus, keep productivity high during breakout sessions and brainstorming workshops with over 100 adaptable rooms.

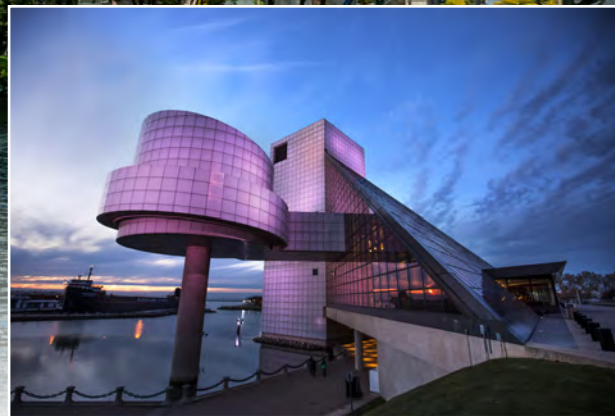
Harrah's Resort & Casino can accommodate NAPS' entire room block and convention, with affordable hotel rates. For the 2030 National Convention, Harrah's will provide:

- Courtesy round-trip transportation shuttles from Philadelphia International Airport and Atlantic City International Airport, as well as local jitney shuttles, compliments of Visit Atlantic City.
- A hosted welcome reception at The Pool at Harrah's, courtesy of Caesars Entertainment.
- One-time parking charge with unlimited in-and-out privileges.
- Family activities, including the iconic beach and Boardwalk, over 20 local golf courses, indoor water park and day trips to Ocean City, Cape May, Jersey Shore towns and Philadelphia.



Cleveland

BOLD, PASSIONATE AND PROUD



Dubbed the “center of the world” by the *Wall Street Journal* and a must-visit destination by *Travel & Leisure*, Cleveland’s lakefront setting, walkable downtown, vibrant cultural assets and authentic hospitality are just a few of the city’s highlights. As host to events of all sizes, Cleveland continues to surprise first-time and even returning visitors.

Underpinning our evolution as a premier meetings destination is a nearly \$500 million investment in downtown meetings, conventions and visitor-related infrastructure. Destination Cleveland’s team provides exceptional support and hospitality to meeting planners and attendees.

As a community built on a proud labor heritage and strong culture of service, Cleveland offers an authentic backdrop for NAPS’ educational, professional development and engagement priorities. Just like NAPS, Cleveland seeks to provide an accessible, member-friendly environment that reflects the values of public service and workforce advocacy.

Proposed Hotels

Seamlessly connected to the Cleveland Convention Center, the 600-room **Hilton Cleveland Downtown** is an upscale hotel with amenities to complement the iconic design elements that serve as a beacon in the Cleveland skyline. Amenities include an indoor pool, fitness center and Bar 32 — a top-floor bar with views of Lake Erie. The property completed a full hotel refresh of guest rooms and public spaces in 2025, including the Noshery grab & go outlet that was expanded to offer a fully staffed coffee bar, as well as self-service options.

The **Westin Cleveland Downtown** is a reflection and celebration of Cleveland’s artistic and industrious spirit, featuring more than 1,500 pieces of locally curated art

and 484 guest rooms. The on-site bar and restaurant, Masa & Agave Cantina, offers an authentic taste of Mexico with regionally inspired cuisine and over 200 agave spirits. The hotel is currently undergoing a refresh of all guest rooms, public areas and meeting space, as well as the addition of a grab & go dining outlet to be completed in 2026.

Boasting style and sophistication, the **Cleveland Marriott Downtown at Key Tower** is an ideal location offering stunning views of Lake Erie and the breathtaking city skyline. Guests can unwind and relax in 400 guest rooms with sleek furnishings and recharge in the state-of-the-art fitness center and on-site spa. The Greatroom lobby restaurant was recently refurbished and has an outdoor patio.

Convention Center

The Huntington Convention Center of Cleveland is within a 15-minute walk of nearly 5,000 hotel rooms, visitor attractions, public outdoor spaces and dining and nightlife. With its recent expansion, the convention center now offers two ballrooms, 50-plus breakout rooms, 225,000 square feet of exhibit space and an outdoor terrace with city views.

Rock & Roll Hall of Fame

Long. Live. Rock! The world’s only Rock & Roll Hall of Fame showcases the evolution of this musical and cultural phenomenon through more than 50 exhibits. To be completed in November 2026, the museum’s \$135-million expansion will nearly double the museum’s size — including new event and exhibit space.

We are bold, passionate and proud! We can’t wait to show you “The Land” when you select Cleveland for your 2030 convention.



LEGISLATIVE ROUNDUP

Public Service: Impacting Everyone, Every Day, Everywhere

Ever since I came to Capitol Hill in 1983, the persistent postal refrain has been the Postal Service is self-sufficient — not reliant on tax dollars. This self-perpetuating myth “mostly” is true. However, it was never “absolutely” true.

The legislative history and text of the Postal Reorganization Act of 1970 proves this. Accepting, processing and delivering mail for everyone, everywhere, every day, requires more resources than postage stamps alone can provide. This is the reason a “public service appropriation” is embedded in postal law — 39 USC 2401(b) — that was enacted 56 years ago.

For more than a year, NAPS has been drawing increased congressional attention to this critical, yet ignored, law. As readers may recall, the April 2026 issue of *The Postal Supervisor* recounted NAPS President Ivan D. Butts’ March 5 testimony before the Congressional Postal Service Caucus where he declared Congress needed to revisit the Postal Service public service appropriation and provide sufficient funds to meet the agency’s universal service obligation.

Over the years, the Postal Service and many of its stakeholders resisted requesting the appropriation for several reasons, including:

- the agency would not need the funds
- the funds would not be sufficient
- Congress would interfere with postal operations
- the Postal Service must be self-sufficient

Over the past year, NAPS has been educating members of Congress on how each one of these “excuses” for rejecting the public service aspect of postal law is wrong. Moreover, for the past few months, NAPS has pitched a legislative concept that weds successful fulfillment of the universal service obligation with the much-needed public service appropriation. So far, the bipartisan reception has been positive.



BOB LEVI

Director of Legislative
& Political Affairs

Indeed, NAPS commends Postmaster General David Steiner for reversing more than 40 years of postal resistance to the public service appropriation. First, the PMG hinted at a course change during the March 17 House postal subcommittee hearing when he responded to a question posed by Rep. Brian Jack (R-GA) and accurately stated that the 1970 Postal Reorganization Act recognized Congress should cover the costs of providing rural mail service.

More recently, at the May 8 Postal Board of Governors meeting, Steiner declared the Postal Service would seek legislation to get the public service appropriation. As NAPS has been working on Capitol Hill on this issue for months, we genuinely desire to work with the Postal Service to successfully secure this necessary appropriation.

It is important for NAPS members to understand the background of this issue. Before enactment of the Postal Reorganization Act, the pre-1971 Post Office Department relied on congressional appropriations for *all* its operations. In addition, Congress set postage rates and postal employee compensation. Moreover, the PMG was a member of the White House cabinet. This all changed in 1971.

The Postal Reorganization Act (Public Law 91-375) authorized appropriations for the newly established independent agency, the U.S. Postal Service. The most consequential appropriation is that all postage collected and revenue received by the Postal Service is appropriated directly to the independent agency. In a sense, this is the basis of postal “self-sufficiency.”

However, even in 1970, when Congress sought to loosen the institutional bond between itself and the Postal Service and jettisoned the postmaster general from the president’s cabinet, it recognized that postage alone would not be sufficient to sustain the Postal Service. Certain aspects of postal operations were not economical and could not be funded by postage alone.

For example, the 1970 law provided appropriations to reimburse the Postal Service for diplomatic mail, mail for the blind and overseas election ballots — the “revenue forgone” appropriation. For fiscal year 2027, the House Appropriations Committee approved \$38 million to reimburse the Postal Service for revenue forgone.

The 1970 law also authorized appropriations to reim-

burse the agency for “public service costs incurred by it in providing a maximum degree of effective and regular postal service nationwide...” The section also refers to maintaining post offices that are not self-sustaining.

The last time the Postal Service requested this public service appropriation was in 1982; the amount was \$460 million. In 2026 dollars, this appropriation would total \$1.6 billion.

What NAPS and Steiner maintain is the agency cannot meet its public service obligations under the current postal financing structure. This is the flawed “business model” to which so many students of the Postal Service and legislators refer. The May 1 *NAPS Chat* with Dr. Elena Patel of the Brookings Institution covers this and much more. (See page 22 for coverage of this episode.)

Of course, the public service appropriation alone is not the sole means of providing the Postal Service with the

financial means to thrive, but it would enable the agency to provide the maximum degree of postal service nationwide and represent congressional affirmation of this legacy policy. This change would be a major step to revise the postal “business model.”

NAPS continues to work with other postal stakeholders to address the Postal Service’s outdated and inadequate line of credit to more fairly calculate the USPS’ Civil Service Retirement System liability and to permit the agency to expand investment opportunities for its health and retirement trust funds.

Together, these reforms would help propel forward the agency that is important to everyone, every day, everywhere.

naps.rl@naps.org



SEND IN YOUR ENTRIES!

Best Website Competition

Any branch wishing to enter the competition must email its website address to kbalentyoung@gmail.com by June 29 for forwarding to the competition judge. Points will be awarded for content, design and technical merit, among other categories.



NAPS Newsletter Contest

Branches may submit their newsletters in four categories:

“Overall Excellence” — Submit three issues of the newsletter.

“Best Layout” — Submit two issues.

“Best Bylined Column/Editorial” and “Best News/Feature Article” — Submit one entry.

Entries must be an original work that carries the byline of the author who is a NAPS member.

Clearly indicate:

- Which category you are entering
- Provide your branch number and location
- Provide the editor’s name and name of author, if applicable
- Entries must have been published after August 2024

The entry deadline is June 29. Entries may be emailed to kbalentyoung@gmail.com or mailed to Balent-Young Publishing, Inc., 951 Poca Bella Dr., Front Royal, VA 22630-8349. Winners will be announced at the convention.



Do You Remember?

Lately, I have been reflecting on the good old days. Do you remember when we had no cellphones or computers? The closest thing we had to electronics was a calculator.

I remember my first day as a letter carrier; I was nervous. I did not know anyone or the towns to which I would be delivering mail. My biggest fear was of dogs — not my managers.

Every day, we came to work with our uniforms clean and pressed. Before we punched in, all our personal items went in our lockers. We did not have cellphones. I may have had a pager, but that was not relevant. I knew the task at hand: Punch in, go to your case and start to case your mail. DPS did not exist.

Our managers did not have to tell us what time we needed to get out of the building. You knew if you did not have all your mail cased and tied down by a certain time, you were going to be late. That was not an option for me! I wanted to go home on time with all mail delivered.

I was fortunate; I turned regular the day I made probation. A few months later, my supervisor approached me and asked if I wanted to be an acting supervisor. I hesitated in responding because I was not sure if I really wanted to give up my freedom and peace of mind. I knew the sacrifices I would be making; I spent my entire life in the Postal Service.

My mother started at the Post Office before all four of her children were born; I was the firstborn. All my life, I remember my mom coming home talking about the Post Office. I remember the last postal strike; my mom became a supervisor in 1968 and was stuck working.

I remember stepping up and accepting the challenge. Back then, you had to know the contract, perform 3999s with the old DCD, write discipline and every other task certified supervisors knew. Those were the days!

Everything we did had to be done manually, including filling out reports: attendance reviews, 1571s, 3972s, 3996s, SOPs — the list goes on. Imagine all the paper we used! More importantly, dignity and respect were the norm. We worked together as a team because we were a team. Regardless of your title, we worked together.

As I progressed in my postal career, I remembered the importance of respect and appreciation. Everyone knew their jobs; micromanagement was almost nonexistent. We performed our jobs with little interference.

We got the mail processed, delivered and took safety measures seriously. As I moved up, I took pride in coach-

ing and mentoring others. I look back at the many people who helped me and those I helped.

I was proud to be part of a great organization; sadly, it no longer exists. “Team” has turned into “self” and violence and intimidation are part of the breakdown of this organization.

Grievances were almost unheard of and, as a Postmaster, I was proud that my managers entrusted me with doing my job. My managers never came to my office; we did not delay mail. Employees came to work; hostile behavior was unacceptable and not tolerated.

I remember the good times when employees knew they were respected and valued. “Thank you” and “hi” go a long way. I led by example. I was at work before my carriers started and I was the last to leave. It is so frustrating to see the downward spiral of this company.

I ask myself, how can I make a difference? I have been doing this for almost 30 years and I just keep saying, “I remember.” As I handle hundreds of calls each month, I sometimes ask others like me who have been around a long time, “Do you remember when?”

toni.scruggs@yahoo.com

Toni A. Coleman-Scruggs, retired postmaster of Griffith, IN, is Illinois State Branch 916 and Lorraine Harry/Nancy Wesley Branch 493 president.



Toni Coleman-Scruggs
Branches 916 and
493 President



2026 SPAC Contributors

WORKING FOR YOU!



President's Ultimate (\$1,000+)

Derden, Margaret	CA	Branch 39
Mulidore, Chuck	OH	Branch 133

Christopher, Arthur	TX	Branch 122
Jackson, Alice	VA	Branch 526

April Contributors

President's Ultimate (\$1,000+)

Derden, Margaret	CA	Branch 39
Christopher, Arthur	TX	Branch 122
Jackson, Alice	VA	Branch 526

VP Elite (\$750)

Tessmer, Stephen	MI	Branch 508
Laster, Jacshica	OH	Branch 46

Secretary's Roundtable (\$500)

Mannings, Judy	AL	Branch 45
Wong, John	CA	Branch 497
Pashinski, Myrna	CO	Branch 65
Moss, Donald	DC	Branch 135
Moreno, Luz	IL	Branch 489

Chairman's Club (\$250)

Benjamin, Evelyn	CA	Branch 266
Gibson, Lelton	CA	Branch 88
Moore, Kevin	GA	Branch 595
Lothridge, Tammy	ME	Branch 96
Trayer, Kevin	MI	Branch 142
Hill, Mildred	MS	Branch 199
Dallojacono, Anthony	NJ	Branch 568
Englerth, Scott	NY	Branch 11
Evans, Darius	NY	Branch 85
Manes, Phylcia	PA	Branch 20
Bednar, Margaret	SC	Branch 695
Trevino, Barbara	TX	Branch 124
Trevino, Manuel	TX	Branch 124
Cox, Lloyd	VA	Branch 526

continued on page 54....



SPAC CONTRIBUTION FORM

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

- \$1,000** - President's Ultimate
- \$750** - VP Elite
- \$500** - Secretary's Roundtable
- \$250** - Chairman's Club
- \$100** - Supporter

Current as of February 2019

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

Mail to SPAC at:

1727 King Street, Ste.400
Alexandria, VA 22314-2753

HELP SPAC WORK FOR YOU!

Contribution Amount: \$ _____ Branch #: _____

Name: _____

Address: _____

City: _____

State: _____ ZIP+4: _____ Date: _____

Employee ID (EIN) or Civil Service Annuitant (CSA) Number _____

Enclosed is my voluntary contribution to SPAC via:

- Check or money order made payable to SPAC (do not send cash)
- Credit card (circle one): Visa American Express MasterCard Discover

Card number: _____

Security code (three- or four-digit number on back of card): _____

Exp. date: ____/____ Signature (required): _____

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

Describe gift: _____ Value: _____



MAKE IT EASY!

Simply scan here using your phone's camera!

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

2026 SPAC PINS

Support the lawmakers who fight for what matters most to NAPS members.



President's Ultimate
\$1,000 level includes LTS SPAC reception for donor, plus one guest



VP Elite
\$750 level includes LTS SPAC reception for donor, plus one guest



Secretary's Roundtable
\$500 level



Chairman's Club
\$250 level



Supporter
\$100 level



Drive for 5
Contribute to SPAC by payroll deduction or direct payment

Earn Your Pins TODAY!

In 2026, SPAC contributors will be sent the pin recognizing their total 2026 contribution at the end of the year; all pins will indicate "2026."

The 2026 "Drive for 5" pins will continue to be mailed at the end of the month in which the contributor made their first withholding contribution, either through PostalEASE or OPM Retirement Allotment.

There will be no change in *The Postal Supervisor's* listing of SPAC contributors who progress through the pin categories over the course of the year.

SPAC Scoreboard

Statistics reflect monies collected Jan. 1 to April 30, 2026

National Aggregate:

\$59,187.87

National Per Capita:

\$2.10

Region Aggregate:

1. Eastern\$ 20,592.50
2. Western\$ 12,278.14
3. Southern.....\$ 10,836.55
4. Central.....\$ 7,781.45
5. Northeast.....\$ 7,699.23

Region Per Capita:

1. Eastern\$ 3.41
2. Western\$ 2.18
3. Southern.....\$ 1.75
4. Central.....\$ 1.62
5. Northeast.....\$ 1.45

Area Aggregate:

1. Capitol-Atlantic\$ 12,367.95
2. Pacific.....\$ 7,252.50
3. Pioneer\$ 5,244.05
4. Texas\$ 5,089.00
5. Mideast\$ 4,540.50
6. New England\$ 3,613.00
7. Northwest.....\$ 2,555.64
8. New York\$ 2,526.23
9. Rocky Mountain...\$ 2,470.00
10. Illini\$ 2,366.50
11. Michiana.....\$ 2,295.00
12. Southeast\$ 2,227.55
13. Cotton Belt.....\$ 2,061.00
14. North Central\$ 1,770.00
15. Central Gulf\$ 1,491.00
16. MINK\$ 1,349.95

Area Per Capita:

1. Capitol-Atlantic\$ 4.27
2. Pioneer\$ 3.43
3. Texas\$ 2.72
4. Pacific.....\$ 2.56
5. Northwest.....\$ 2.19
6. New England\$ 2.14
7. Cotton Belt.....\$ 1.95
8. North Central\$ 1.87
9. Mideast\$ 1.75
10. Central Gulf\$ 1.74
11. Michiana.....\$ 1.71
12. Illini\$ 1.70
13. Rocky Mountain.....\$ 1.54
14. MINK\$ 1.19
15. New York\$ 0.99
16. Southeast\$ 0.92

State Aggregate:

1. California\$ 6,772.50
2. Texas\$ 5,089.00
3. Maryland\$ 5,017.00
4. Ohio.....\$ 4,852.50
5. Virginia\$ 4,698.50

State Per Capita:

1. Maine\$12.80
2. Maryland\$ 7.90
3. Idaho\$ 6.96
4. Virginia\$ 6.53
5. Utah.....\$ 5.33

Drive for 5

Members by Region:

1. Southern..... 41
2. Eastern 41
3. Western 33
4. Central..... 27
5. Northeast..... 29

Aggregate by Region:

1. Eastern\$ 7,002.50
2. Western\$ 5,863.14
3. Southern.....\$ 5,149.05
4. Northeast.....\$ 3,819.23
5. Central.....\$ 3,348.00

NAPS Executive Board Convenes Constructive Meeting After LTS

Submitted by **Jimmy Warden** - NAPS Secretary/Treasurer

NAPS Executive Board Chair Chuck Lum called the March 18 Executive Board meeting to order at 8:30 a.m. Capitol-Atlantic Vice President Troy Griffin gave the invocation. Central Gulf Area Vice President Dwight Studdard led the Pledge of Allegiance.

New York Area Vice President Tom Hughes and Pioneer Area Vice President Ed Laster were named sergeants-at-arms. Secretary/Treasurer Jimmy Warden conducted the roll call; all members were present.

NAPS President Ivan D. Butts welcomed everyone and said they had a full agenda for the two days of meeting and he looked forward to a productive meeting. He told the board Executive Vice President Chuck Mulidore and Director of Legislative & Political Affairs Bob Levi did a fantastic job organizing and conducting the just-completed Legislative Training Seminar.

Mulidore also welcomed board members. He concurred the LTS was successful. During members' Hill visits on Tuesday and Wednesday, many were able to meet with their lawmakers — not just congressional staff. Mulidore attended Tuesday's subcommittee hearing that featured Postmaster General David Steiner. He said the hearing was interesting, with many concerns raised about the Postal Service.

Warden said he was glad to see the board members and referred to the very successful LTS. He noted many NAPS delegates visited the Hill, representing the organization well and informing Congress of NAPS' legislative agenda and concerns. He reminded everyone they had important NAPS business to discuss and move the association forward.

Lum gave his report. As board chair, he has been coaching and mentoring NAPS leaders and attending as many meetings as possible, especially with plant rerankings and RIF processes. He continues to participate in the consultative process and work to strengthen local branches through engagement.

Lum thanked the board for their support. He informed members he had to leave the next day at noon and would pass the gavel to Western Region Vice President Marilyn Walton.

A motion was made by Walton, seconded by Northwest Area Vice President John Valuet, to accept the meeting minutes from the 2025 fall Executive Board meeting and the Oct. 28, 2025, Zoom board meeting. The motion passed unanimously.

A motion was made by Laster, seconded by Studdard, to name the 2026 National Convention Banquet "Voice & Vision: The Ivan D. Butts Commemorative Banquet." The motion passed unanimously.

Sheri Davies of ConferenceDirect reviewed the 2026 LTS. Sponsorship monies increased to \$52,000, compared to \$49,000 for 2025. Counts were down slightly from the previous year.

At the 2026 National Convention in August, the board will meet the Saturday before and the Saturday after the convention. Two venues are competing for the 2030 National Convention: Harrah's Resort Atlantic City, NJ, and Cleveland, OH. Photos were shown of the convention sites and hotel rooms.

Warden gave his report:

- As of Feb. 28, 2026, NAPS investments totaled \$7,899,827.86.
- On Feb. 28, 2025, NAPS investments totaled \$7,009,557.78. This is an increase of \$890,270.08 or 13%.
- Since Feb. 28, 2025, \$200,000 was transferred from investments to the checking account in April 2025 to cover expenses.
- As of March 1, 2026, the NAPS General Fund Signature FCU Checking account balance was \$655,069.84; the Signature FCU Money Market account was \$174,662.22, for a total of \$829,732.06.
- On March 1, 2025, the NAPS General Fund FCU Checking account balance was \$615,940.66; the Signature FCU Money Market account balance was \$97,220.21, for a total of \$713,160.87. This was an increase of \$113,571.19 or 16%.
- As of Feb. 28, 2026, NAPS Property Inc. (NPI) had \$68,835 in cash on the balance sheet. There is \$74,927 in outstanding liabilities (security deposits, prepaid rents and accrued expenses), which encumber the full balance of this cash.

LocalWorks, currently occupying Suite 305 (7,250 square feet), expanded into Suite 105 on March 1, 2024 (an additional 6,090 square feet). Like the agreement for Suite 305, the expansion is a license agreement with profit sharing. It is assumed to be low risk, but also has no defined income model.

Through Feb. 28, 2006, fiscal YTD profit sharing with NPI

totalled \$84,816, which averages \$9,425/month. The year-to-date total is \$18,538 under budget. The budget assumes continued growth over the fiscal year as LocalWorks expands its client base.

Suite 350 (400 square feet) was leased to Body and Sole with rent beginning Sept. 1, 2025. The tenant is paying \$1,200/month for a two-year term, resulting in a surplus of \$7,200 in base rent through the reporting period.

The current cash projections assume continued vacancies on the 2nd floor, as well as Suite 300. Jim Stokes of STOLADI Property Group, Inc. has been contracted to lease out the space.

The cash forecast for the fiscal year assumes contributions of \$40,000/month from the landlord to cover the building's operating expenses. However, to the extent vacancies are leased and/or LocalWorks becomes more profitable, these contributions may decrease. Fiscal YTD contributions total \$360,000.

As of Feb. 28, 2026, NAPS Headquarters' social media results were as follows:

Facebook had 4,772 followers (up from 4,441 in February 2025, or 7.45%). Posts continue to garner an average of approximately 300-2,000-plus views; the most engaging posts get about 10,000 to 20,000 views organically.

The post with the highest reach during 2025 was from Dec. 10, 2025 (about 16,000 reach and about 23,000 views). Note: "Reach" is the number of people who saw the post and "views" are the number of times a post was viewed; views count if an individual saw a post multiple times. Former postal employee Steve Grant, author of the best-selling book, "Mailman: My Wild Ride Delivering Mail in Appalachia and Finally Finding Home," joined Bob Levi on *NAPS Chat*.

Instagram had 532 followers (up from 487 in February 2025, or 9.24%).

LinkedIn had 1,225 followers (up from 1,069 in February 2025, or 14.59%).

For information only: NAPS' X/Twitter account no longer is in use; 686 followers as of Feb. 28. The account was discontinued per Butt's directive on Nov. 2, 2022.

The NAPS website was updated at the end of 2024 and completed during the 1st Quarter of 2025, so there is limited data for that period. The Google tracking code was not added until March 25, 2025. Year-over-year from April through December, the website showed an increase in page views of 15.41% and an increase in users/visitors of 30.35%.

Email remains a significant factor in boosting website traffic and readership. The news pages and magazine articles regularly published online and distributed through email also are among the most popular pages.

Reposting printed magazine articles on the website is crucial because it offers current and potential association members an additional means of accessing the information. It also provides the website with consistent and fresh content, which is essential for Google and search purposes.

From Jan. 1 to Dec. 31, 2025, a significant portion of the top 100 pages on the website were magazine articles published as website posts. However, among the top 25 pages, the highest-performing posts were Breaking News updates, indicating news content drives a significant share of the site's highest traffic.

Email continues to be a major driver of website traffic and readership. News updates and magazine articles published online and distributed through email consistently rank among the most-visited pages on the website. Republishing printed magazine articles on the website is important because it gives current and prospective members another way to access the information, while also providing the site with fresh, regularly updated content that supports search visibility.

Regarding membership, as of the February 2026 DCO (reflecting DCO membership through PPs 4 and 5), NAPS had 29,075 members (27,663 active and 1,412 associates; 95% and 5%, respectively). Total membership from a year ago, (2025 PPs 4 and 5) was 29,060 (27,608 active and 1,452 associate); an overall total increase versus SPLY of 15 members or (.05%).

As of the February 2026 DCO, the total number of active nonmembers was 20,030. This number is based on the USPS payroll files of nonmember EAS employees, which includes postmasters. Based on current membership totals, there are approximately 42% nonmembers. Nonmembers from a year ago February 2025 were 20,465, a decrease of 435 or 2%.

NAPS continues to encourage membership growth by providing sponsors of new members a \$25 NAPS check. The "High-Five Club" provides an opportunity for sponsors to receive an additional \$25.

Local and state branches continue to receive their NAPS Nonmember and Change Summary reports, along with their DCO and Mail Address reports, monthly. NAPS also encourages review of the biweekly EAS promotion report and the monthly postmaster promotion report.

NAPS also encourages members to view the monthly SWCs report as it shows where vacancies exist that potentially will be filled. Any individual listed as a nonmember should be contacted and informed regarding the benefits of joining NAPS.

The following pending/expiring contracts have been received:

- Crystal Gateway Marriott to host the LTS — March 2029 through March 2032.
- ConferenceDirect to manage the LTS from March 2029 through March 2032.
- Embassy Suites to provide Executive Board housing during the LTS/spring board meetings — March 2029 through March 2032.
- John Wallace to perform NAPS bookkeeping — Sept. 1, 2026, through Aug. 31, 2031.

After the preliminary budget reading, a motion was made by Mulidore, seconded by Central Region Vice President Craig Johnson, to accept the NAPS FY26/27

budget. The motion passed unanimously.

NAPS Disciplinary Defense Fund provider Al Lum, with Mulidore, provided an update. May 1 is the deadline for submissions of interest in being the new DDF provider (Lum is retiring). Once received, the Executive Board probably will have a Zoom call or wait until the August board meeting to decide. The goal is to have the new DDF provider start Sept. 1.

With a little over two months to go, NAPS probably will break 100 cases. Currently, Lum works with seven contractors — two are attorneys who still have practices; five are retirees. It is uncertain whether, if any, current contractors will stay on with the new DDF provider.

The DDF has received many cases that are not progressive, rather, seriousness of the action. Nothing in the *ELM* states cases must follow progression. Progressive action has not been the norm; the cases are classified as egregious.

NAPS FY26 total DDF cases:

- 88 cases — 41 closed, 47 pending
- total cost — \$107,736.75; average cost per case — \$3,847.74
- 67 MSPB cases (76%) — 6 won (9%); 2 lost (3%); 3 withdrawn (5%); 23 settled (34%); 33 pending (49%)
- 5 *ELM* 650 cases (6%) — 3 lost (60%); 2 pending (40%)
- 16 DCA cases (18%) — 3 won (19%); 1 withdrawn (6%); 12 pending (75%)

Cases by type:

- Performance — 38. Includes failure to perform assigned duties, follow instructions.
- Finance — 22. Includes unit reserve shortages, health benefits, salary over payments.
- Violence in the workplace — 8. Includes verbal/physical altercations.
- Sexual misconduct — 7. Includes verbal/physical harassment, relationships.
- Falsification — 6. Includes scans, TACS, reports.
- Attendance — 4. Includes failure to be regular, tardiness, LWOP, AWOL.
- Theft — 3. Includes unit reserve accountability, postal property.

Cases by area: Southeast, 14; New York and Cotton Belt, 13; Mideast, 9; Capitol-Atlantic, 8; Michiana and Pacific, 5; Central Gulf and Rocky Mountain, 4; Pioneer, North Central and Texas, 3; New England, 2; Illini and Northwest, 1; MINK, 0.

PNC Bank representative Dwight McTizic discussed NAPS finances. Due to the conflict with Iran, oil is up \$30/barrel; every \$10 a barrel increase, inflation increases .1%. Prices on myriad items are being impacted. The GDP was down 1.4% in the fourth quarter; the government shutdown also is affecting the situation.

Regardless, the economy is in relatively good shape; re-

tail is doing well, as are the markets. The economy is continuing to expand. For 2026, there is a 14% projected growth in NAPS' portfolio. It is thought interest rates will remain the same.

The NAPS portfolio is invested in 61.9 % equities, 32.4% fixed income and 5.7% cash & equivalents. US Large Cap has helped the most.

The Executive Board held the monthly consultative meeting with Postal Service representatives Tim Brust, James Timmons and Paulita Wimbush; responses will be published when received.

The STOLADI Group — Jim Stokes, Stephanie Glacier, Shelley Baxter and Keith MacWhorter — addressed the board. The company has managed NAPS' property since 1994 and remains committed to a flat management fee of \$1,400/month.

STOLADI's draft FY27 budget covers service contracts, inspections, an American flag, hallway, signage for 2nd floor door, real estate taxes and insurance, tracking work orders, 24/7 emergency response and construction management.

The former 2nd-floor tenant who failed to pay rent is on a payment plan and has been making payments. The company on the 1st floor is resigning. STOLADI feels it is close to finding a tenant for Suite 300.

Competition remains stiff; Alexandria leads the region in conversions from commercial to residential. There is 26% commercial vacancy in Alexandria, including the sublease market.

STOLADI financed and held an open house on the 2nd floor, but there have not been any results. There is a lot of competition, especially with 12,000-square-foot potentials. Residential use is not allowed per association bylaws and Alexandria.

The bylaws would have to be changed; attorneys would need to present the change to the City of Alexandria. There could be \$100,000 in attorney fees, in addition to costs to rebuild the 2nd floor. Currently, there is a 5.3% vacancy in residential space.

Stokes has been getting calls and giving tours about every two to three weeks. He is positive NAPS will get the building leased. Someone is interested in Suite 300. Stokes is looking for tenants with good credit; there have been 18 tours since March 2025. No projects are planned for 1727 and 1729.

A question was asked if it is possible to have a hard-set sign on King St. City stating a vacancy. Stokes responded that the City of Alexandria recently did an audit and eliminated much outdoor signage.

Under new business, regarding items posted on the website, board mail gets posted on the website. Board memos are sent out to the board and posted on the website. NAPS will start sending both out via email.

Mulidore and Levi provided the Legislative/SPAC report. At the March congressional subcommittee hearing, it was noted that:

- the USPS will exhaust its cash in a year without congressional assistance
- the Universal Service Obligation (USO) is an anchor weighing the agency down
- either raise postage to 90-95 cents or appropriate funds to pay for the USO

Congressional touch points:

- there is continued concern about the “Delivering for America” plan
- Republicans are unconvinced about insourcing
- Democrats are concerned about USPS involvement in the Census
- there is skepticism about revenue generation
- Congress would like five-year projections

Reps. Pete Sessions (R-TX) and Kweisi Mfume (D-MD) pledged to collaborate on strategies moving forward with the Postal Service.

SPAC contributions have dropped since 2022. Contributions for 2025 were approximately \$215,000, with about \$8 per capita. The Western Region led with the most contributions, followed by the Southern Region, Eastern Region, Northeast Region and Central Region.

Leading the “Drive for 5” with the most participants was the Southern Region, followed by the Eastern Region, Western Region, Central Region and Northeast Region.

Tammy Hull, USPS inspector general, addressed the board. She thanked NAPS for help with the relief supervisors review; the report should be published at the end of March.

She gave an overview of the OIG website and where information can be found. Butts expressed his appreciation for the relationships NAPS has with Hull’s office.

Hull said the USPS freight auctions are a concern; it could be the beginning of privatization. Also, the OIG has identified some big issues and made recommendations to the Postal Service.

It appears the agency is outsourcing to brokers, but it needs to ensure they follow regulations. The OIG now is auditing brokers to ensure they are complying with contract terms. The OIG is starting to get more involved in this area.

Hull said that, at times, the Postal Service does not agree with recommendations in the OIG’s reports. The agency agrees with 70% to 80% of the recommendations. If there is no agreement, there is a resolution process to move issues up the chain. The recommendations go to the PMG, next to the Board of Governors, then to Congress. There usually is a resolution before going to the Board of Governors. The USPS may take a different action, but arrive at the same solution.

The OIG currently is performing a counterfeit postage review and looking at specific fraud schemes. Hull also said there are issues with Oshkosh vehicles being delivered with major issues.

Also, stamps are being sold on eBay for less than face

value. The OIG will issue a report on the sale of counterfeit stamps. There is technology to detect counterfeit stamps and return the piece of mail. Training is being conducted on detecting fraudulent postage. There is concern, though, the machines also may deflect legitimate postage.

Hull affirmed the OIG investigates internal mail theft; the Postal Inspection Service investigates external theft.

The OIG also is looking at five areas of the country where operations are working efficiently, compared to five parts of the country where operations are not running efficiently. It will be doing a six-to-eight-week study on this.

Next to address the board was Don Flak, USPS executive director, Performance/Field Operations. His team looks at potential impacts during the year; the team premitigated 1,183 scorecards, which resulted in a 530.56 points total increase — an average of about a half a point per score card.

For 2025, 85% of EAS employees in NPA Composite Performance Summary ended up in a box 5 or higher. Only one scorecard from a small, Level-20 office ended in a box 2 and did not receive a raise. Out of the Money — 1 (.01%); Under Target — 2,629 (14.59%); Over Target — 15,396 (85.41%)

For FY26, as of the January scorecard, NPA Composite Performance Summary 2 scorecards are in a box 2; 16,177 are in a box 5 or higher. Out of the Money — 2 (.01%); Under Target — 1,857 (10.30%); Over Target — 16,177 (89.70%).

Flak reviewed ways employees can increase their payout and weight of the goals.

Concern was expressed regarding the timeliness of receiving goals. Flak explained the reason for the delay this year. The process will be held up until they are confident the data sources are accurate for each goal. This year, there were issues finalizing the goals to ensure the data was correct.

Also, some goals were changed as Deputy PMG Doug Tulino had concerns the silos were not communicating with each other. He wants to get that communication back so Mail Processing, Logistics and Delivery have some of the same goals. The weight may be different, but with the same goal.

NPA for 2027 currently is being established. The on-site meeting that includes the management associations at Bolger will take place in 2027.

Following are the Executive Board Committee reports:

Legislative — Marilyn Walton (chair), Bill Austin, Bobby Bock, Chuck Mulidore and Kevin Trayer

Marilyn Walton, Western Region vice president:

Since October 2025, I worked with the California Postal Legislative Coalition to plan for the February 2026 27th annual coalition event. It was held Sunday, Feb. 1, 2026, in Sacramento.

The coalition committee would like to thank NAPS Headquarters for the support of Jimmy Warden, NAPS secre-

tary/treasurer, for traveling to Sacramento to attend the event. Thanks also to Bob Levi for joining us via Zoom.

We had participation from UPMA, NAPS, NARFE and California State AFL-CIO. The theme was the "Power of the Vote." The event was well attended and the feedback was very positive.

I continue to meet with as many of my assigned branches as I can throughout the Western Region in person and on Zoom regarding any updates on NAPS' legislative agenda. I continue to encourage everyone to learn as much as they can about the issues that benefit NAPS and the Postal Service.

I have been able to coordinate various legislative receptions and send NAPS members who vote in those districts. I also coordinate with the state legislative consultants to ensure updated information is made available.

SPAC is a focus. The Western Region continues to promote SPAC events and has been very successful in the Pacific Area. We always encourage NAPS members to donate to SPAC.

I write my monthly blog that features legislative and SPAC information. Membership also is a focus as I explain legislation and all the benefits of joining NAPS. I share that we not only represent members on job actions, but are involved legislatively as a lot of NAPS' work is achieved in the legislative arena and meeting with Congress.

Robert Bock, Southeast Area vice president:

I have met with members of the Florida State and Georgia executive boards regarding our legislative agenda. I am also a strong supporter of SPAC.

I have worked with the Florida State organization on an initiative to increase SPAC participation through a drawing to encourage additional contributions. In addition, I have shared NAPS' legislative messaging with my email distribution list to help raise awareness and engagement.

I also have had discussions with the office of Rep. Cory Mills (R) regarding NAPS' legislative concerns. Additionally, I have attended town hall meetings hosted by my congressman to remain engaged on issues impacting our members. Furthermore, I am participating in the LTS first-timers event and continue to work closely with Bob Levi on legislative matters. I am proud to be a President's Ultimate SPAC contributor.

Kevin Trayer, Michiana Area vice president:

Most recently, I had NAPS Headquarters reach out to Rep. Jack Bergman (R) to speak at this year's LTS. Bergman represents Michigan's 1st Congressional District. He agreed to NAPS' invitation.

Bergman's district has been hard hit with the failed policies of the USPS. The Iron Mt./Kingsford Plant Post Office had most, if not all, its rural carriers quit. The USPS is asking for help in delivering the mail; they ask postmasters to deliver mail. The plant and post office are vital to Michigan's Upper Peninsula for delivering VA hospital medications.

I recently went to State Rep. Julie Rogers' office with Branch 142 Legislative Rep Anthony Bradley to answer questions and bring her up to speed on the latest rollout on the reevaluation of Level-18 and -18B offices. I have predicted for over two years now the USPS will be going after Level-18 post offices next.

Rogers suggested NAPS start including state representatives and senators in its briefings as their communities are directly negatively impacted when the USPS tries to close or reduce their town's post office's hours of operation. Reevaluating Level-18 and 18Bs is nothing more than an effort to start closing offices.

In early spring, my plan is to replicate what we did in Kalamazoo, as well as Northern Michigan.

Bill Austin, New England Area vice president:

The New England Area was well represented at the LTS with a total of 20 delegates coming from Massachusetts, Maine, Vermont, New Hampshire, Rhode Island and Connecticut. The delegates reported very positive feedback from their visits with their representatives and senators on Capitol Hill.

Constitution and Bylaws — Bill Austin (chair), Jaime Elizondo, Bob Washington, Dan Mooney and Myrna Pashinski

One recommendation for a National Convention resolution was reviewed and passed by the committee (see Motion #5).

Training — Myrna Pashinski (chair), Pamela Davis, Ed Laster, Dan Mooney and Dwight Studdard

The committee met during lunch, March 18, at the board meeting. The committee was somewhat conflicted about its role since President Ivan D. Butts initiated the NAPS Training Academy at the 2025 fall board meeting. The committee had not been included in any conversations about the mission or role of the academy and has been unsure of the direction Ivan wanted us to go.

After lunch, I had a short conversation with him about where he felt the committee was to fit in and from where the topics for the training academy were going to come. Ivan said an ad was printed in the April *Postal Supervisor* to invite members to make suggestions for training topics.

I let him know I reached out to Dr. Gigi Ernest-Griffin explaining how the Training Committee could assist her in developing content.

Postmasters— Dee Perez (chair), Tony Dallojacono, Craig Johnson, Troy Griffin, Kevin Trayer and Pamela Davis

Following are dates the Postmasters Committee held Zoom meetings:

Aug. 27 — I held a review of our recent meeting with USPS Atlantic Area Vice President Michael Rakes.

Jan. 21 — Open-mic session to primarily discuss attendees' concerns in their respective areas.

Feb. 26 — We discussed the upcoming LTS and legisla-

tion supported by NAPS with Executive Vice President Chuck Mulidore and Director of Legislative & Political Affairs Bob Levi.

This past year, communication has been primarily through me sending emails to the Postmasters Committee daily/weekly, often more than one per day, with an emphasis on membership and what is taking place in our work environment as postmasters.

I am sharing data and reports to alert active and retired postmasters serving in their branches so they can understand and visualize the reports demanded of active postmasters. I also discussed the promotional process for writing KSAs that NAPS is undertaking, along with the interview process, to help those seeking higher-level positions.

Although only three Zoom meetings were held this past year, the expectation in FY26 will be far greater. The objective for FY26/27 is to double the number of meetings and bring in special guest speakers from NAPS, including candidates running for resident officer positions, in addition to postal leaders, if possible.

I'd like to thank the Executive Board members on the Postmasters Committee for their contributions this year.

Ethics — Craig Johnson (chair), Jaime Elizondo, Richard Green, Marilyn Walton and Dee Perez

There were no issues to report.

Executive Board Duties and Responsibilities – Shri Green (chair), Ivan Butts, Richard Green, Craig Johnson and Luz Moreno

There were no recommendations to report.

Plant Staffing — Chuck Lum (chair), Shri Green, Kevin Trayer, Luz Moreno, Dwight Studdard and Bob Washington

A report is forthcoming.

PFP — Tony Dallojacono (chair), Bobby Bock, Troy Griffin, Chuck Lum, John Valuet and Ed Laster

After receiving the FY26 NPA indicators to review, we held a meeting to review the 126 pages on Jan. 22. We discussed some of the items we felt needed review. We were concerned about vehicle availability; if an office is supplied a vehicle, this should not be an issue with vehicle availability.

We also discussed revenue to plan because that is the same; with RTO and standards, why would a customer ship Priority when it basically is the same time as Ground Advantage? We also discussed the POS survey score being raised and how the Postal Service expects EAS employees to get better surveys when there are elements not under their control. For example, how a customer likes our service when the post office reduces hours for retail clerks that causes issues in retail offices.

We had a meeting March 19 to discuss other issues. It was brought to our attention that EAS employees under the HERO program also are given individual goals. They are rated on those goals, but if their evaluator does not

want to, they can score less than is truly deserved.

We also became aware of premier Level-18 offices that have drop ships from Amazon, UPS, DHL and others, but they do not have barcodes because they are addressed to PO boxes. The clerks have to sort to the boxes, but do not get credit for scanning these packages and are unable to make the goals in these offices.

Ivan reached out to meet with the Postal Service to discuss the goals and provided a schedule to meet last week; NAPS has not heard back. We know the Postal Service will not change the goals, but we still can push. We feel the goals should be individual and not based on POOM, district, area or Headquarters levels.

SWCs — Jimmy Warden (chair), Tony Dallojacono, Ed Laster, Tom Hughes and John Valuet

No update to report; pursuing to see S&DCs have their own SWCs calculations based on the complexity of the operation.

The board went into executive session to hear an update from Andy Freedman, NAPS' attorney, and Bruce Moyer, NAPS' legal counsel, on NAPS' pending lawsuit against the Postal Service.

Following are the motions and resolutions:

Motion #4 — Submitted by Troy Griffin, seconded by Kevin Trayer, that:

NAPS Headquarters donates \$10,000 to the Auxiliary and purchases two tickets for each Executive Board member to attend the Auxiliary Luncheon at the 2026 National Convention.

During discussion, it was noted that, because the budget for the next fiscal year had been passed by the Executive Board that contains funds for this, a motion was not needed. The motion was withdrawn.

Motion #5 — Submitted by the Executive Board Constitution & Bylaws Committee, seconded by Dan Mooney:

Article III — Membership

WHEREAS, It is the policy of NAPS to expect the behavior of NAPS members attending NAPS ~~national~~ events to be professional, civil and respectful and in accordance with all NAPS rules governing such events, and

WHEREAS, Unprofessional conduct that includes physical, verbal and threatening acts and interferes with the regular course of business is inconsistent with the organization's expectations, and

WHEREAS, It is the policy of NAPS to hold accountable any NAPS member attending a[n] ~~national~~ event whose conduct is contrary to these expectations, therefore be it

RESOLVED, That a new Section 10 be added to Article III — Membership to read:

"The NAPS president may appoint a committee to investigate serious, unprofessional conduct by any NAPS member at any event sponsored by the NAPS ~~national organization~~. Unprofessional conduct, for the purposes of this section, is conduct that interferes with the regular order of business and involves physically or verbally

threatening behavior. A committee appointed by the NAPS president shall review the allegations of unprofessional conduct and report its findings to the NAPS president, who shall take such action as warranted.”

The motion was amended by Chuck Mulidore, seconded by Bobby Bock (see amended version above with strike-throughs). The amended version passed unanimously.

The motion passed unanimously. The motion will be submitted as a resolution for the 2026 National Convention.

Motion #6 — Submitted by Bobby Bock, seconded by Luz Moreno, that:

NAPS accepts the contract with the Chrystal Gateway Marriott to hold the 2029, 2030, 2031 and 2032 Legislative Training Seminars.

The motion passed unanimously.

Motion #7 — Submitted by Craig Johnson, seconded by Richard Green, that:

NAPS accepts the contract with the Embassy Suites for Executive Board housing for the spring board meeting for 2029, 2030, 2031 and 2032.

The motion passed unanimously.

Recommendation #1 — Submitted by Craig Johnson, seconded by Bobby Bock, that:

The resident officers work with Sheri Davies from ConferenceDirect to develop a digital page for all potential Executive Board candidates to use at the 70th National Convention in San Francisco instead of hanging banners.

- Potential savings of \$20,000 to \$30,000 not to hang banners
- Eliminates the need for candidates to purchase banners
- Eliminates the time and cost associated with preparing and mailing banners home
- Eliminates the need for candidates to drop off banners early Saturday morning
- Eliminates the need for candidates to pick up banners early Saturday after a convention
- Eliminates the hassle of bringing or mailing banners to the national convention
- Is a more fair process for new candidates

Ask Davies to look at the cost of displaying two large screens on the convention floor with displays of the name, title and photo of all candidates running for office.

On a voice vote, the recommendation failed.

Recommendation #2 — Submitted by Craig Johnson, no second, that:

The resident officers work with the STOLADI Properties Group to research the cost of converting the 2nd floor at NAPS Headquarters into three condominiums for the three resident officers.

- Offers potential savings on housing for the three resident officers

- Eliminates the loss of revenue from no tenant on the 2nd floor
- Eliminates the cost of trying to advertise for a new tenant
- Consider including two small apartments on the 2nd floor
- Consider including a workout or entertainment room on the 2nd floor
- Would generate revenue from the three resident officers through rent payments
- Rent out any condo not occupied by one of the three resident officers
- Potential savings to the three resident officers

Have the STOLADI Property Group report to the Executive Board all the potential costs to convert the 2nd floor into residential condominiums for the three resident officers.

The recommendation failed.

Following are declared candidacies of the current NAPS Executive Board members for election at the 2026 National Convention:

Ivan Butts — Will not run for reelection
Chuck Mulidore — president
Jimmy Warden — executive vice president
Dee Perez — Northeast Region vice president
Richard Green — secretary/treasurer
Craig Johnson — Central Region vice president
Jaime Elizondo — Southern Region vice president
Marilyn Walton — Western Region vice president
Bill Austin — New England Area vice president
Tom Hughes — New York Area vice president
Tony Dallojacono — Mideast Area vice president
Troy Griffin — Eastern Region vice president
Ed Laster — Pioneer Area vice president
Luz Moreno — Illini Area vice president
Kevin Trayer — Michiana Area vice president
Dan Mooney — secretary/treasurer
Robert Washington — MINK Area vice president
Shri Green — Cotton Belt Area vice president
Bobby Bock — Southern Area vice president
Pamela Davis — Texas Area vice president
Dwight Studdard — Central Gulf Area vice president
Myrna Pashinski — secretary/treasurer
John Valuet — Northwest Area vice president
Chuck Lum — Pacific Area vice president

Under new business, for the fall Executive Board meeting, members should schedule to arrive Sunday, Oct. 18; meet Oct. 19-21; and depart Thursday, Oct. 22.

Seating was selected for the 2026 National Convention: As the host region, the Western Region chose first, followed by the Eastern Region, Southern Region, Northeast Region and Central Region.

For the good of the association, arrival at this year's national convention is Friday, Aug. 7; departure is Sunday, Aug. 16. Board members may arrive one day early, but any costs will be charged to their allowance accounts.

Bobby Bock stressed board members need to speak with their local branches and emphasize membership. He said UPMA is going into facilities, canvassing members. "We need to have boots on the ground and increase our membership," he urged.

Chuck Mulidore congratulated Ivan Butts for his years of service to NAPS. The Executive Board gave President Butts a standing ovation.

Troy Griffin thanked board members for all the help they have given him. "This may be the last time this group will be together," he observed.

Ivan thanked the Board for all their work and friendship, noting he has been on the board since 2008. "My goal

always has been to serve the members to the best of my ability," he offered. "I leave office satisfied with my efforts and wish you all the best and will support the next administration.

"I want to see the board continue going forward and remain unified. Our sustainability depends on remaining a unified board."

Ivan thanked everyone and wished them safe travels home, affirming the board just concluded a very productive meeting.

Kevin Trayer led the closing prayer. Acting Board Chair Marilyn Walton adjourned the meeting at 2:57 p.m.

NATIONAL ASSOCIATION OF POSTAL SUPERVISORS

Vince Palladino Memorial Student Scholarships

Deadline: June 30, 2026

The Vince Palladino Memorial Student Scholarships are awarded in memory of the late NAPS president and honor his dedication to NAPS members and their families. These scholarships are sponsored solely by NAPS.

Applicants for this scholarship must be the children or grandchildren of a living NAPS member, active or associate, at the time of drawing. Furthermore, the children or grandchildren must be attending or have been accepted by an accredited two- or four-year college or university.



NAPS will award 10 \$1,000 Vince Palladino Memorial Student Scholarships. Two winners will be randomly selected from each of the NAPS regional areas (Northeast, Eastern, Central, Southern and Western).

Applications must be received no later than June 30, 2026. Online applications only will be accepted using the NAPS website. Go to www.naps.org and log into the "Member Portal" (upper right on the home page) to apply for the Vince Palladino Memorial Scholarship.

Scholarship winners will be announced in August. In addition, the scholarship winners will be listed in the September/October 2026 issue of *The Postal Supervisor*.

Members whose child or grandchild have been awarded a Vince Palladino Memorial Student Scholarship will receive a check, payable to the college or university listed in the application, in October 2026. Scholarships may be used to pay expenses in the student's current or following semester.

ONLINE APPLICATIONS ONLY: Log into the "Member Portal" at www.naps.org

From Surviving to Thriving:

A Supervisor's Role in Supporting Sustainable Wellness

Submitted by the USPS
Employee Assistance Program



In today's fast-paced postal environment, supervisors are responsible for balancing operational demands, employee performance, safety and organizational expectations. Managing daily responsibilities is essential to the role — but managing alone is not the same as thriving. Recognizing this distinction is key for supervisors who want to build a resilient, engaged and high-performing workforce.

Many employees operate in a constant state of managing. They arrive on time, meet performance standards, complete assignments and push through stress to keep operations running. While this approach can sustain short-term productivity, remaining in this mode for extended periods often leads to fatigue, reduced morale, increased absenteeism and a higher risk of burnout. Over time, the cost of “pushing through” becomes visible in safety concerns, performance variability and disengagement.

Thriving represents a more sustainable state. Employees who are thriving maintain consistent performance while preserving energy, focus and emotional balance — even during periods of high demand. Thriving does not eliminate stress. Instead, it reflects an ability to manage stress effectively and recover from it. These employees are typically more adaptable, safety-focused and engaged in their work.

Supervisors play a critical role in identifying the difference between managing and thriving. Employees who are thriving often demonstrate stronger engagement, improved problem-solving and quicker recovery from challenges.

In contrast, chronic stress may show up as irritability, con-

centration issues, increased errors, attendance concerns or declining morale. When supervisors recognize these indicators early, they can take proactive steps to prevent issues from escalating into performance or health concerns.

Daily habits — both individual and organizational — significantly influence whether employees are surviving or thriving. Supervisors can support healthier habits by encouraging the appropriate use of breaks, reinforcing consistent routines and setting realistic expectations whenever operationally feasible. Just as important, supervisors who model these behaviors themselves reinforce that wellness and performance work together — not against one another.

Supporting wellness does not require supervisors to act as counselors or seek personal information. Rather, it involves creating a work environment that values balance, recovery and respect. When supervisors clearly connect well-being to safety, attendance and productivity, wellness becomes aligned with operational success rather than viewed as an added responsibility.

Personal wellness planning is another practical tool that supports long-term success. A wellness plan does not have to be formal or complex; it simply helps individuals identify areas of strain and take small, realistic steps toward improvement. Supervisors can support this process by promoting awareness of available resources, allowing flexibility when possible and reinforcing that progress — rather than perfection — is the goal.

Leadership sets the tone for the workplace. Supervisors who lead with consistency, clear communication and

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The 5 R's of Appeal Writing

Brian Wagner - Past NAPS President

Being a NAPS advocate is more than a title. It's about having an understanding of *ELM 650*, Nonbargaining Disciplinary, Grievance, and Appeal Procedures, as well as the skills necessary to appeal, in writing, a member's disciplinary charges. Here's the scoop.

During my Zoom and in-person advocacy training, I stress how important it is that a NAPS advocate have a strong starting point on how best to strategically address disciplinary charges when writing an effective appeal. The format in appeal writing is the same whether the member has been issued a letter of warning, letter of warning in lieu of a time-off suspension or adverse action or to appeal an emergency placement. The difference, however, is how a NAPS advocate develops a strategy by incorporating facts and potential extenuating circumstances into the appeal.

Per *ELM 650*, unless an extension to the appeal deadline is granted, disciplinary charges are appealed within 10 calendar days from the date the member receives said discipline. Therefore, I highly recommend NAPS advocates and members read and become familiar with the entire section of *ELM 650*. Specifically, the various processes and timelines associated with the respective discipline being issued.

However, for this column, I want to focus on the 5 R's of appeal writing. Why? If no extension is granted, the 10-calendar-day-appeal deadline goes by fast. Therefore, writing a solid and effective NAPS appeal can mean the difference between a member's discipline being fully rescinded, reduced in time or having it remain in their eOPF for a maximum of two years if no further discipline is issued.

As an NAPS advocate, let's look at the 5 R's of appeal writing:

1. Read — Carefully read and review, more than once, the discipline issued. Understand the charges being issued and postal policy or policies the member allegedly may have violated. Assess the seriousness of the alleged charge or charges.
2. Research — Review *ELM 651.3*, Nondisciplinary Corrective Measures, as a strategy to determine if USPS leadership failed in its role to coach, mentor and provide feedback or necessary resources to the member. Such a failure can hinder an EAS employee from properly and effectively performing their duties and responsibilities.

Note any flaws or inconsistencies in the discipline issued as it relates to the facts, dates, *ELM* or postal policies referenced to support issuance of the discipline. As an advocate, seek and request witness statements, other information — including USPS management instructions, postal emails and text messages to help refute the disciplinary charges against the member.

Such research, facts and information can determine if the discipline issued is unwarranted and/or punitive rather than corrective in nature. The issuance of EAS discipline should not be the first action to correct an employee's behavior or workplace deficiencies. This is why *ELM 651.3* exists.

3. Reflect — Ask the member to reflect on what they may have been experiencing or what extenuating circumstances occurred at the time that resulted in their actions or decision.

Scooter Rentals in San Francisco

Reservations for scooter rentals at the 70th NAPS National Convention can be made directly through Cloud of Goods, the recommended scooter partner of the San Francisco Marriott Marquis.

Go to the website — **cloudofgoods.com**. It is recommended you make your reservation **well in advance** as availability is on a first-come, first-served basis. The hotel will not hold scooters without confirmed reservations.

Use the promo code **COG10OFF** at checkout to receive a discount.



Was the action or decision by the member in the best interest of the Postal Service to ensure operational efficiency, employee safety or taken due to an instruction given by their manager? Remembering the facts and/or circumstances of a situation can be a mitigating factor to the situation. Thus, these circumstances may make the disciplinary action unwarranted and punitive in nature.

4. Write — Produce a written appeal in narrative format that is clear, concise, easy to follow and persuasive in nature. Defend, but don't be defensive. Defend the member and their actions or decisions in a professional manner and tone. Avoid personal attacks toward the issuing official or claims of discrimination (EEO), including sounding offensive in the appeal.

Thoroughly address and refute each specification and charge or charges with facts and extenuating circumstances. Again, explain why the member was acting in the best interest of the Postal Service and not themselves.

The written appeal seeks a positive resolution to the discipline issued. If punitive in nature, request the discipline be rescinded. If corrective action is required, seek additional training, coaching, mentoring or EAP assistance for the member in exchange for rescinding the discipline. It is also important that the member is in agreement with

the appeal and any proposed resolution to the disciplinary charges.

The objective of any NAPS appeal is to mitigate or rescind the discipline and ensure *ELM 651.3* is first used by the issuing official to correct any employee performance or behavior issues.

5. Review — Before submitting your final appeal, perform one more review to make any last-minute edits or revisions to ensure the appeal is clear, concise and factual. It is always a good idea to have a branch officer and the respective NAPS member carefully read the final draft for accuracy before submission.

After using the 5 R's to complete your written disciplinary appeal, make sure you submit it to the respective USPS official before the deadline. Double check to confirm with the issuing or deciding official how they want to receive the NAPS appeal — via mail, email or hand delivered. If you miss the appeal deadline, all your hard work to write a solid appeal may be for naught.

I don't have 5 R's for my ice-cream-flavor-of-the-month recommendation, but I can recommend 5 scoops of salted caramel truffle! Be safe and eat more ice cream.

brian4naps@aol.com

From Surviving to Thriving

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care for employee well-being create environments where people feel supported rather than overwhelmed. Thriving workplaces are not free from pressure, but they are places where stress is managed thoughtfully and recovery is encouraged. Through small, sustainable practices, supervisors drive healthier employees and stronger operational outcomes.

Over time, a culture that supports thriving benefits everyone. Employees experience improved well-being and engagement, supervisors see more consistent performance and fewer preventable issues and the organization benefits from a resilient workforce ready to meet its mission. Thriving is not about doing more — it is about sustaining what matters most.

Supporting the Wellness of Supervisors

Supervisors often are the first to support others, yet the demands of leadership — staffing challenges, performance management, operational pressure and responsibility for people — can take a toll. Seeking support is not a weakness; it is a proactive leadership choice that helps sustain clarity, resilience and effectiveness.

The Employee Assistance Program (EAP) is a confidential resource available to supervisors and leaders for support

with stress management, work-life balance, leadership challenges and personal or professional concerns. Using EAP services can strengthen decision-making, improve focus and support long-term success. When supervisors use available resources, they help normalize help-seeking and reinforce a culture of wellness and accountability.

If you are feeling overwhelmed or would benefit from additional support, consider reaching out to the USPS Employee Assistance Program. The EAP is available to support you so you can continue to lead with strength, clarity and resilience while helping your team move from surviving to thriving.





HOW TO BE A TSP Millionaire



Diving Into L Funds: TSP Millionaires Look Deeper

BY AARON OYA

Since our previous column, I've had several conversations with TSP participants who either invest in Lifecycle (L) funds or are considering them. However, many admit they don't actually know what's inside the L Fund they selected.

Their choice is usually driven by the fund's stated objective: birth year, projected retirement date and the general idea that "the L Fund gets more conservative over time."

That's true — but it's only the surface.

TSP millionaires tend to look deeper. They pay attention to variables many investors overlook. This includes cost per share, fund composition and how the risk level of each L Fund aligns with their long-term strategy.

A Quick Look Back: The Expansion of L Funds

In July 2020, the TSP introduced five new Lifecycle funds: L 2035, L 2045, L 2055, L 2060, and L 2065. Some participants called them the "5 Funds" because most ended in the number 5 — except L 2060, of course. The lineup expanded again with:

- L 2070 in July 2024
- L 2075 in June 2025

Each new fund launched at a \$10 share price, which is important because — just as we covered in the previous column — many long-term, growth-oriented investors (including some TSP millionaires) pay close attention to cost per share. When a new L Fund opens at \$10, some investors shift their allocations to "chase the newest fund" and accumulate more shares at the lowest available price.

This isn't about timing the market — it's about maximizing share accumulation, while maintaining an aggressive investment mix.



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The Objective of L Funds: More Than Just a Date

It's easy to think of L funds as "set it and forget it," but their design is more intentional than that. Each L Fund is a professionally managed blend of the five core TSP funds (G, F, C, S and I). Over time, the mix gradually shifts from higher-risk/higher-reward (more C/S/I) to lower-risk/lower-reward (more G/F) as the target date approaches.

This glide path is meant to balance growth early on with stability later. But here's the key point for millionaire-minded investors: The target date is only one factor. The real question is whether the fund's current investment mix matches your personal risk tolerance and long-term goals.

In some cases, the path toward a conservative mix may happen too quickly. Generally, TSP millionaires want the most aggressive mix available for as long as possible. Others prefer the built-in discipline of automatic rebalancing. And some combine L funds with individual funds to fine-tune their exposure.

Understanding the Mix: What's Actually in Your L Fund?

When you look at the bar chart of any L fund's allocation, you'll notice a clear pattern:

- Long-dated L funds (2055–2075) are heavy in C, S, and I Funds — essentially stock dominant portfolios.
- Mid-range L funds (2030–2045) are a blend of stocks and bonds, gradually shifting toward stability.
- Near-term L funds (2025–2030) provide increasing exposure to G and F funds to reduce volatility.

Two investors may choose the L 2055 Fund because they expect to retire around the same time. But that doesn't automatically mean the fund's current risk level is right for both of them.

One investor may be fully comfortable with the aggressive, stock-heavy mix the L 2055 Fund holds today and wants to maximize long-term growth. The other investor — despite having the same retirement date — may prefer a slightly more conservative approach and feel the L 2055 Fund carries more volatility than they're willing to accept.

The key point is this: The target date tells you when the fund becomes more conservative — not whether the fund's current allocation matches your personal risk tolerance today.

It's important to look beyond the date printed on the fund and make sure the investment mix aligns not only with your projected withdrawal timeline, but also with your individual comfort level on the risk-vs.-reward scale. That's why understanding the underlying allocation matters.

Why This Matters to TSP Millionaires

From the conversations highlighted throughout this series, one theme keeps emerging: TSP millionaires don't choose funds based solely on the name or the date; they choose based on strategy. They look at:

- Cost per share
- Current allocation of stock vs. bond funds
- How aggressive the mix is today — and when it starts shifting in the future
- Whether the automatic rebalancing supports their discipline
- How the fund aligns with their personal risk-reward profile

For some, the newest L Fund offers the lowest cost per share and the most aggressive mix — exactly what they want. For others, an L Fund may serve as only part of their portfolio, not the core.

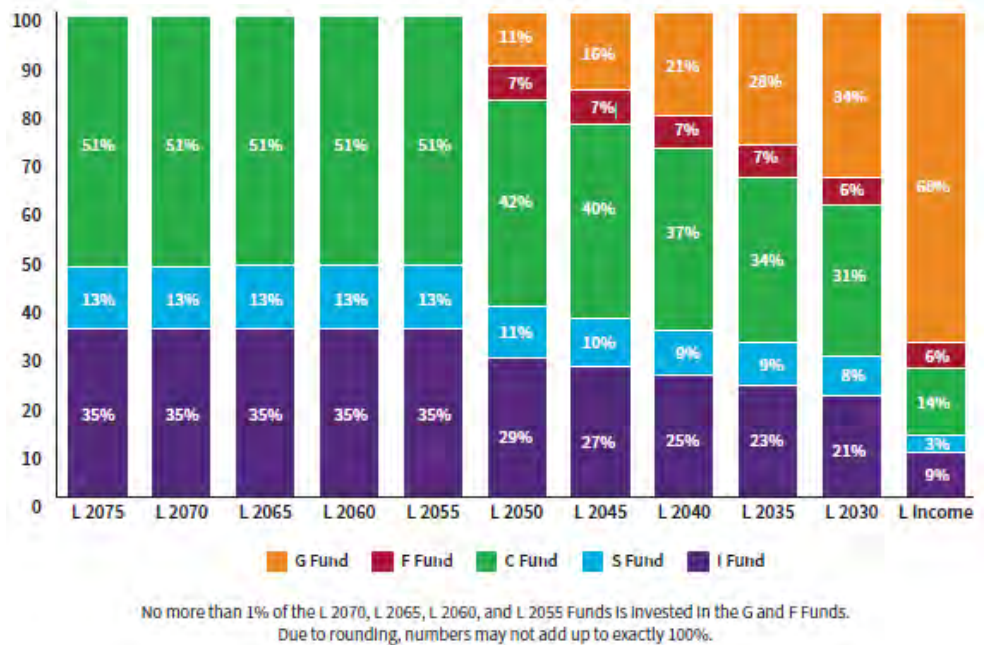
Bringing It All Together

If you're investing in an L Fund or thinking about switching to one, don't stop at the target date. Look at the actual investment mix and ask yourself:

- Does this match my risk tolerance?
- Does this align with my long-term plan?
- Am I choosing this fund intentionally or just because the date "sounds right?"

Lifecycle funds are powerful tools, but, like any tool,

Here's how each L Fund is invested as of June 30, 2025



they work best when used with purpose. TSP millionaires understand their options, stay disciplined and invest with intention. That's the mindset that turns consistency into long-term success.

We All Can Help Build Membership

February High-Five Club Members

Susan Bartko, Branch 20, PA

Brian Wagner,**** Branch 255, IL



*Denotes sponsor who signed 5+ members within 90 days.

April SPAC Contributors

continued from page 39...

Supporter (\$100)

Simpao, Sally	CA	Branch 88	Moore, Robert	MA	Branch 43
Roll, Gary	CO	Branch 65	Berger, Ricky	MD	Branch 531
Austin, William	CT	Branch 47	Harmon, Susan	ME	Branch 96
Collen, Helen	CT	Branch 3	Baker, Neil	MN	Branch 104
Beckhum, Regina	DC	Branch 135	Bennett, Kelley	OH	Branch 33
Wright, Marcellus	DC	Branch 135	Skjelstad, Aric	OR	Branch 66
McCloud, Regina	DE	Branch 909	Blakely, Kathy	TN	Branch 41
Olliviere, Blanche	DE	Branch 909	Cooper, Karen	TX	Branch 124
Lynn, Patti	FL	Branch 296	Barrett, Teresa	UT	Branch 139
Sims, Reginald	GA	Branch 82	Brown, Lorraine	VA	Branch 98
Gardner, Brian	ID	Branch 915	Holley, Deborah	VA	Branch 526
Webb, Marcel	IN	Branch 8			



REGISTRATION FORM

Auxiliary Luncheon

Noon | Friday, Aug. 14 | San Francisco Marriott Marquis, Golden Gate A

ATTENDEE:

Name (Please PRINT): _____ Auxiliary#/Branch #: _____

Street Address/PO Box: _____

City: _____ State: _____ ZIP: _____

Email: _____ Phone: _____

TICKET REQUEST:

I'd like to purchase _____ advance-order tickets at \$50 each.

The total is \$ _____.

SPECIAL DIETARY REQUESTS:

Allergic to shellfish number of tickets = _____

Vegetarian number of tickets = _____

CHECK ONE:

- Auxiliary Member
- Auxiliary State President
- NAPS Member
- Visitor

Advance ticket orders MUST be received on or before July 15, 2026.

Group name: _____

Last Name/Auxiliary Name/Branch Name

Pick up by: _____

The above-named person must pick up the tickets at the Auxiliary registration table.



There will be no ticket sales at the convention. Advance tickets will be available for pickup Sunday, Aug. 9, through Tuesday, Aug. 11.

Advance Sales: Please mail this form, with a check or money order payable to "National Auxiliary to NAPS," to: **Bonita Atkins, National Auxiliary Secretary, PO Box 80181, Baton Rouge, LA 70898**

National Convention Reminders

Our 2026 National Convention in San Francisco is fast approaching. I'm ready for it — are you? The Marriott Marquis San Francisco is a beautiful and spacious hotel. It is not as vast a complex as our previous convention hotel, but scooters may be an option and you definitely need comfortable shoes.

The National Auxiliary will be hard at work conducting fundraisers to include, but not be limited to, "split the pot" with two winners at each drawing every day (except Wednesday) sharing 50% of the raffle. We also will have our popular Gift Card Tree with various denominations and vendors. All ticket sales will be six tickets for \$20.

This is our opportunity to raise funds for our operations. Please, as always, stop by the Auxiliary booth early and often to support us as we always have supported you.

The Auxiliary Luncheon will be held Friday, Aug. 14, at noon in Golden Gate A. This luncheon is our way to say "thank you" to NAPS members for their continuous support. Although tickets are \$50 each, this is not near the actual value of a full, plated lunch at this hotel. We try extremely hard to make your dining experience with us memorable and enjoyable.

Please complete the luncheon registration form and mail it to me with your payment as soon as possible. Remember two things: No tickets will be sold at the convention and every person must have their own ticket to enter the room.

To all delegates and visitors, have a safe trip to San Francisco and enjoy all the sites and foods the city has to offer. But, don't forget to support your National Auxiliary at our booth, daily.

latkins326@aol.com



Bonita Atkins
Secretary/Treasurer

NATIONAL AUXILIARY EXECUTIVE BOARD

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Melva Seals

Texas Area

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Jerry Eckert

Pacific Area

(714) 656-6139; jerrylee48@outlook.com

Region vacant: Northeast

Areas vacant: New England, New York, Central Gulf, Northwest, Rocky Mountain

NAPS 70th National Convention SPAC Challenge Coin



For a contribution of \$25 to SPAC, get this specially designed challenge coin.

Support the

Postal Employees' Relief Fund

PERF



The United States Postal Service comprises over 630,000 employees. The agency is a critical part of the nation's infrastructure and supports our democracy by delivering election ballots to and from customers. And when natural disasters strike, postal employees are welcome sights, delivering vital supplies and mail.

But who takes care of Postal Service employees who also are victims of natural disasters? Fellow postal employees!

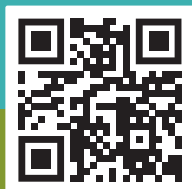
The Postal Employees' Relief Fund (PERF) exists to help active and retired postal employees—management and craft—whose homes are completely destroyed or left uninhabitable as a result of a natural disaster, displacing postal employees and their families for an extended period of time.

The fund provides small relief grants to help qualifying victims of such circumstances reestablish residences and help replenish basic necessities in the aftermath of a devastating loss.

PERF receives the majority of its contributions through payroll deductions authorized by postal employees and other federal employees during the annual Combined Federal Campaign (CFC). PERF also receives group and individual contributions by check or money order sent directly to the fund, as well as by credit card via the fund's website.

PERF stands ready to provide assistance to those impacted by natural disasters. Please make a contribution to help your fellow postal family members.

For more information, go to
www.postalrelief.com
202-408-1869
perf10268@aol.com



DONATIONS CAN BE MADE:

- Online at postalrelief.com
- By sending a check made payable to "Postal Employees' Relief Fund" to:
Postal Employees' Relief Fund
PO Box 41220
Fredericksburg, VA 22404-1220
- By contributing to PERF through the Combined Federal Campaign (CFC); designate #10268

All donations are tax-deductible.

