

the Postal Supervisor

October 2025



*Together, NAPS
Carries Forward
Its Proud Tradition
of Leadership*

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Objective

The objective of the Association shall be to promote, through appropriate and effective action, the welfare of its members, and to cooperate with the USPS and other agencies of the federal government in a continuing effort to improve the service, to raise the standard of efficiency, and to widen the field of opportunity for its members who make the Postal Service or the federal government their life work.

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.

Reprint requests and other correspondence may be addressed to Karen Young; phone/fax, 540-636-2569; kbalentyoung@gmail.com.

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Do You Know Where We're Going To?

The song “Do You Know Where You’re Going To?”—famously performed by Diana Ross—carries a deeply reflective and introspective meaning. Written by Michael Masser and Gerry Goffin, the song originally was recorded by Thelma Houston, but became widely known through Ross’s 1975 version that was used as the theme for the movie “Mahogany.” At its core, the song is about looking back on

one’s life, choices and dreams—and questioning whether the path taken has led to fulfillment or regret.

In this column, I would like to look back at the intended accomplishments of the “Delivering for America” (DFA) plan and what we are learning. The USPS introduced its DFA plan on March 23, 2021. Its aim was to transform America’s Postal Service into a self-sustaining and high-performing agency.

The plan’s core components include delivering 95% of all mail and shipping products on time, improving service performance and stabilizing the workforce. The plan also focused on reducing service goals to 90% for FY24 and 80% for FY25 to achieve break-even financial performance by FY28.

So, where are we with 95% on-time delivery of shipping products with today’s degraded service goals?

- In FY24, Quarter 3 (April–June), the USPS reported 95.3% of measured packages were delivered on time (within the service standard).

- Presort First-Class Mail, FY24, Quarter 4 (July–September)

- Overnight delivery: 93.7% on time

- Two-day delivery: 92.6% on time

- Three-to-five-day delivery: 90.9% on time

- Single-Piece First Class, Mar-

keting Mail and Periodicals, FY24, Quarter 2, Jan. 1–19

- First-Class Mail: 84.0% delivered on time (-1.9 pp from Quarter 1)

- Marketing Mail: 92.1% on time (-1.6 pp)

- Periodicals: 80.6% on time (unchanged from Quarter 1)

As you can see, America’s Postal Service is struggling, despite severely reducing service goals. Some may remember this from a 2003 USPSNEWS@WORK article: “95% EXFC! USPS employees deliver record-breaking service performance.” This was not just 90% or 80% of the time. (Source, USPS News, About USPS and postandparcel.info.)

How is America’s Postal Service doing in achieving the DFA’s projected financial benefits? While the USPS has made tangible progress, such as saving on transportation and consolidating operations, it has not yet met the financial goals projected in its DFA plan.

Despite some revenue gains, rising costs, service challenges and shortcomings in financial tracking have limited the Postal Service’s ability to break even or turn a profit. The DFA plan initially anticipated achieving positive net income by FY23. Instead, the USPS has posted substantial net losses—approximately \$950 million in FY22 and \$6.5 billion in FY23.

Although actual revenue exceeded forecasts, expenses outpaced gains due to inflation, higher-than-expected mail volume and limited progress on efficiency initiatives. Audit findings by the USPS OIG indicated

the agency failed to link actual savings to specific DFA initiatives, making it impossible to assess performance against original plans.

The USPS achieved notable transportation cost reductions—\$170 million in 2023 and \$1.3 billion in 2024—while concerns increased over the use of freight brokers, as well as the associated reduction of safety and security.

Continued on page 7



Ivan D. Butts
President

The Postal Supervisor 2025 Production Schedule

Issue	Copy Deadline*	Mails
NOV	9/22	10/21
DEC	10/27	11/20
JAN '26	12/2	12/29
FEB	1/5	1/27

*Copy must be received by this day; see page 2 for submission information.

An Enduring Journey

A journey of a thousand miles begins with a single step.” Those words, written by Chinese philosopher Lao Tzu, mean that every journey, no matter how long, has a simple, yet critical, beginning. That journey—and first step—for the National Association of Postal Supervisors was no different; it is written in Article I of our Constitution & Bylaws.

Although brief, it is the heartbeat of our association—



Chuck Mulidore
Executive Vice President

the reason supervisors from across the country traveled to Louisville, KY, in 1908 to form NAPS—and the reason we remain strong and united today. A constitution is crucial for any organization as it clarifies its purpose and basic structure, outlines member rights and responsibilities and provides a framework for decision-making and conflict resolution, ensuring consistency and accountability while helping attract and retain members by offering a clear understanding of how the organization functions. A written constitution serves as a foundational document that guides our organization’s operations and provides a roadmap for future leaders, ensuring the long-term stability and effectiveness of NAPS.

Article I declares our name: the National Association of Postal Supervisors. That name is more than a label; it is a promise. It says to every supervisor, manager and postmaster across the country, “You are not alone. You belong to a nationwide family of leaders who share your challenges, your responsibilities and your commitment to the mission of the United States Postal Service.”

Article I also reminds us of our purpose: to protect and promote the welfare of our members while strengthening the Postal Service we serve. That dual mission—caring for our members while supporting the institution—makes NAPS unique. We not only are advocates for a fair system of pay, due process for all EAS employees and the professional respect we have earned, but also ensure our partnership in guaranteeing that America’s mail service continues its fundamental role to bind our nation together.

When we fight for better pay and stronger

benefits, when we stand up for EAS workplace rights, when we prepare new leaders to guide the Postal Service into the future—we are living out the words of Article I. It is more than a clause in a document; it is a living commitment to each other and to the institution that has endured since our nation’s earliest days.

The challenges we face today—technological change, legislative battles and the need for innovation—are real. But Article I reminds us of something even more powerful: our unity. Together, we are stronger. Together, our voices are heard. Together, we carry forward the proud tradition of leadership that makes our service as EAS employees a cornerstone of American life.

Article I is not just our beginning; it is our compass. It guides us and tells us who we are, why we exist and what we must always strive to be. As members of NAPS, we do not simply belong to an association—we belong to a mission, a movement and a family that has endured for over 117 years.

That is what makes NAPS unique, makes us strong, unites us and gives us purpose. It is our North Star on this incredible journey—one of a million miles with many more to go.

naps.cm@naps.org

We All Can Help **Build Membership**



June High-Five Club Members

Larry Shropshire, Branch 245, TN

Brian Wagner,†††† Branch 255, IL

Marcel Webb, Branch 8, IN

Butch Wrazidlo, Branch 4, MN

†††† Denotes sponsor who signed 40+ new members within 90 days.

Be Prepared for Peak Season

Peak season is fast approaching! This is a critical time for businesses in many industries as it is defined by a surge in demand that puts pressure on operations, but also offers the greatest opportunity for revenue growth. Peak season performance also can enhance a customer's confidence in a company.

For many companies, peak season can make or break their business. It is a season that can vary from business to business. Beginning in August through the end of October, it is peak season for international freight as retailers' demand is high for back-to-school products, as well as stockpiling for the year-end holiday season.



Jimmy Warden
Secretary/Treasurer

For the U.S. Postal Service, our peak season used to begin early November and went through the end of December. In recent years, it

gradually has moved into October. The agency faces many challenges every year during this time.

Increased shipping volumes can overwhelm transportation networks and staging as facility capacity is limited. Forecasting errors can lead to higher costs. Staffing always is an issue if volume projections are not accurate. In many areas of the country, hiring is a challenge.

Then we are confronted with return management. Higher sales lead to higher return rates. An inefficient process for handling returns can significantly erode any company's profit margins.

With all these challenges year after year, the Postal Service has demonstrated success. We have been successful because of preplanning using historical data, forecasting the need for additional transportation, including vehicles at the delivery level and, in some cases, temporarily renting real estate as facility capacity is limited.

We need to strengthen communication among partners (Delivery, Processing, Logistics) to ensure messaging is clear and we have a flexible strategy balancing cost and speed so adjustments may be made if warranted. Bottom line: Everyone must be on the same page and communicate!

You may be wondering why I am writing about peak season. The Postal Service experiences this surge in volume every year. The high-pressure environment

of peak season can lead to significant psychological strain on employees—craft and management. Some may experience burnout, stress, anxiety, depression, low morale and job satisfaction and fear of underperforming.

As management, we should preplan by implementing strategies to support our staff to minimize any negative consequences. Plan and communicate early. If it is anticipated an issue may arise, your plan should be flexible in order to respond.

Optimize your staffing. Remember the four Ps: "Preplanning Prevents Poor Performance!" The most important thing to help alleviate stress in a high-pressure environment is work-life balance. One should set clear boundaries between work and their personal life.

Working an exorbitant number of hours is not productive. Employees need to have a break to rejuvenate themselves mentally and physically. This allows them to be more productive. Take your break when needed and, most importantly, take your lunch. People need to have that break in their workday by taking their lunch.

What I mean by having your lunch is moving away from your computer or, even better, trying to leave your work area to relax and eat. Remember, your mental health is just as important as your physical health.

Also, *do not* take the easy way out of situations by compromising your integrity. If an issue arises, notify your superior and ask for guidance, if needed, and address the issue. Problems do not go away on their own. Your supervisor cannot help you if they are not aware of a problem.

Notifying your superior when an issue occurs enables them to report to their superior; that is communicating. You also should document with an email. If you notify your superior of the fact a situation existed and resulted in negative impacts long after it occurred, it now becomes an excuse and puts you in a stressful situation.

Remember, work-life balance is important to one's health—physically and, especially, mentally. You all are dedicated postal employees, but we also must remember we have a commitment to our families.

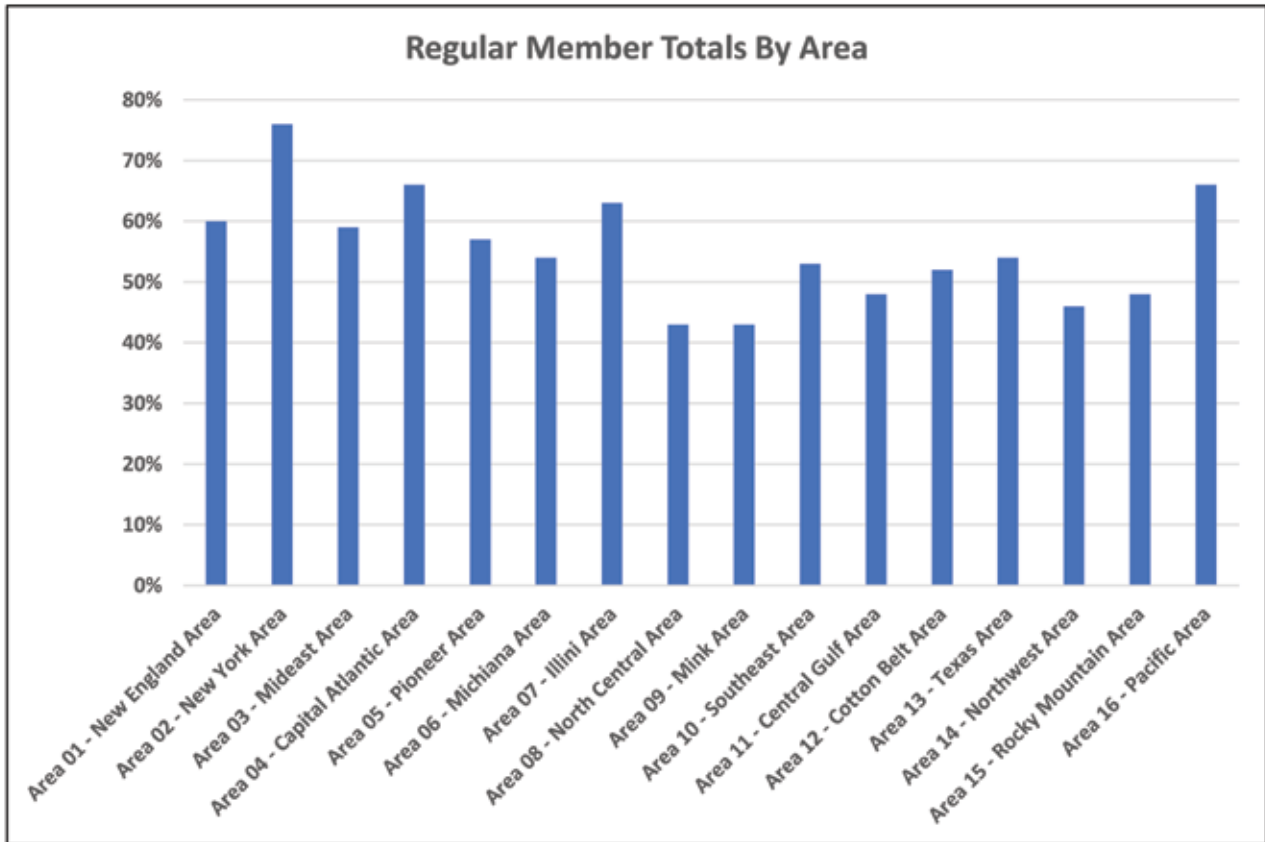
We work for our families. We are employed by the United States Postal Service!

And remember, increasing membership demonstrates leadership. Stay safe..

naps.jw@naps.org

National Association of Postal Supervisors Membership Report

July 2025



Regular Member Totals By Area	
Area 01 - New England Area	60%
Area 02 - New York Area	76%
Area 03 - Mideast Area	59%
Area 04 - Capitol Atlantic Area	66%
Area 05 - Pioneer Area	57%
Area 06 - Michiana Area	54%
Area 07 - Illini Area	63%
Area 08 - North Central Area	43%
Area 09 - Mink Area	43%
Area 10 - Southeast Area	53%
Area 11 - Central Gulf Area	48%
Area 12 - Cotton Belt Area	52%
Area 13 - Texas Area	54%
Area 14 - Northwest Area	46%
Area 15 - Rocky Mountain Area	48%
Area 16 - Pacific Area	66%
Total Regular Member %	57%
Total Regular Members	27,389
NonMember Totals	
Total NonMembers	20,262
Total NonMember %	43%



Thanks to your
efforts
Membership
keeps rising!

Do You Know Where We're Going To?

Continued from page 3

The Postal Regulatory Commission (PRC) warned that many financial savings were “speculative” and “meager” relative to service downgrades, especially in rural areas. For instance, up to 40-50% of First-Class Mail might experience slower delivery. The USPS revised its service goals downward due to implementation challenges—FY24 targets fell to 90% and FY25 to 80%, down from a 95% goal.

Early communications suggest the USPS reduced projected 10-year losses from \$160 billion to \$70 billion and aimed to break even by plan's end. However, auditors and analysts identified a cumulative negative variance of minus \$1.5 billion on controllable financial results. The Lexington Institute noted that labor productivity fell 11% and total-factor productivity dropped 22% over three years.

The USPS is making strides, but has not yet realized the financial turnaround outlined in its DFA plan. Persistently large net losses, weak linkage between reforms and results, downgraded service targets and productivity declines paint a complex picture. While external reforms and ongoing efforts may help in future years, DFA has yet to deliver its anticipated financial dividends.

Through the end of FY23, the USPS spent approximately \$6.7 billion of the planned \$40 billion capital investment under DFA and committed around \$12.4 billion more for future expenditures. These costs accounted for unexpected overruns for various reasons.

In the first year, the USPS committed nearly \$6.3 billion toward infrastructure improvements. This included delivery vehicles (specifically, the order for 50,000 Next Generation Delivery Vehicles at \$3 billion), processing equipment, technology, facility

upgrades and operations.

At the end of FY24, the USPS spent approximately \$7.9 billion with 10 RPDCs and 115 SDCs completed. Projections put the remaining costs for completion of the DFA between \$42.3 billion and \$47.4 billion, depending on how progress is measured—not counting any further cost overruns.

This begs two questions. First, “From where are the remaining funds coming?” Could the agency's massive RIFs and plant reclassifications that brought about executive and EAS downgrades just be a way of cutting costs at the expense of further service denigrations? The agency's unwillingness to respond to NAPS' multiple requests for quantification of the methodologies and matrices used for these changes suggests, possibly, “yes.”

The second question is, “Do we know where we're going to?”

In solidarity ...

naps.ib@naps.org

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NAPS Board Discussed Current Plant Reclassifications and RIFs

Submitted by Jimmy Warden
Secretary/Treasurer

The Aug. 11 Executive Board meeting via Zoom was called to order at 4:01 p.m. by Executive Board Chair Chuck Lum. He informed members the meeting had been called to discuss the current plant reclassifications and RIFs. Also on the agenda were the board confidential email that was sent and current pay talk issues.

Secretary/Treasurer Jimmy Warden conducted the roll call; all board members were in attendance except Northeast Region Vice President Dee Perez who was excused. Also in attendance were NAPS DDF provider Al Lum and attorney Glen Smith, as well as NAPS Legal Counsel Bruce Moyer.

Discussion was opened for questions and concerns. It was noted that, currently, no one had lost their position in the reclassification process. There are concerns as to why mediation was offered, but then all denied when requested. There was discussion on previously issued guidance that was reiterated. Also, one person received a decision letter, but never received the original proposed letter.

The board addressed the downgrading of Maintenance positions. Because plant managers and Distribution Operations managers are being downgraded, it is likely the Maintenance positions also will be downgraded.

Discussion was held on the competitive areas of consideration. Glen Smith said the latest version he saw was from 2021. A request then was made to the Postal Service for a current listing of areas of consideration.

New England Area Vice President Bill Austin and New York Area Vice President Tom Hughes spoke on the status of those RIF-affected in their areas. The New England Mail Processing and New York Metro Mail Processing facilities are part of Batch A RIFs currently in the process.

Austin told the board not to listen to rumors; people need to wait until they receive a letter. Hughes informed the board he is waiting on a decision letter and has a Zoom meeting scheduled later that evening with his respective branch presidents to discuss the status and see who has been successful so far receiving a position through lateral requests.

Motion #1, submitted by Warden and seconded by Southeast Area Vice President Bobby Bock, that:

“Whereas Capitol-Atlantic Area Vice President Troy Griffin held the annual Capitol-Atlantic Area States Convention May 15-18, 2025, at the Falls Church Marriott, and

“Whereas unforeseen expenses occurred and were charged by the Marriott Hotel to Griffin, and

“Whereas the registration collected and Board Allowance and Board Training Allowance accounts could not cover the additional, unforeseen costs, and

“Whereas the expense occurred

in FY24/25, it is requested that the Executive Board authorize a one-time exception to allow the additional charges of \$2,911.65 from FY24/25 be applied to Griffin’s Board Allowance Account for FY25/26.”

The motion passed 21 to 0; not present for the vote were Perez and Rocky Mountain Area Vice President Myrna Pashinski.

It was asked whether the board would discuss the current pay talks. It was agreed that, due to time restraints, another Zoom board meeting would be scheduled.

The meeting adjourned at 5:39 p.m.

Aug. 26 Executive Board Zoom Meeting

The meeting to discuss pay talks was called to order at 4:01 p.m. by Executive Board Chair Chuck Lum. All board members were in attendance except Myrna Pashinski who was excused. NAPS Legal Counsel Bruce Moyer attended to give an update on the NAPS lawsuit.

The meeting went into executive session; all discussions are confidential. The meeting adjourned at 5:32 p.m.



NAPS NATIONAL AUXILIARY

Hazel Cochran Scholarship

In memory of their Founder, the NAPS National Auxiliary will be offering the Hazel Cochran Educational Scholarship to be awarded to two recipients in 2026. Hazel Cochran Founded the NAPS National Auxiliary in 1933 and served until 1939. Recipients of the scholarship will receive \$500 to be used towards their educational expenses.

Hazel Cochran
FOUNDER

HOW TO APPLY?

Email Laurie Butts for an application
Laurie.butts5615@gmail.com

APPLICANT CRITERIA

Applicants for this scholarship must be a child or grandchild of a living, active in good standing NAPS Auxiliary member. Applicants must be attending or have been accepted to an accredited two or four-year college or university. Applicants must also submit their current GPA and any community service works they have performed. There are two \$500 scholarships available. Two winners will be randomly chosen.

DEADLINE

Completed applications must be emailed by May 31, 2026

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ANNOUNCED AT THE
2026 NAPS NATIONAL
CONVENTION**

APPLICATION CAN BE FOUND ON NAPS WEBSITE UNDER NATIONAL AUXILIARY

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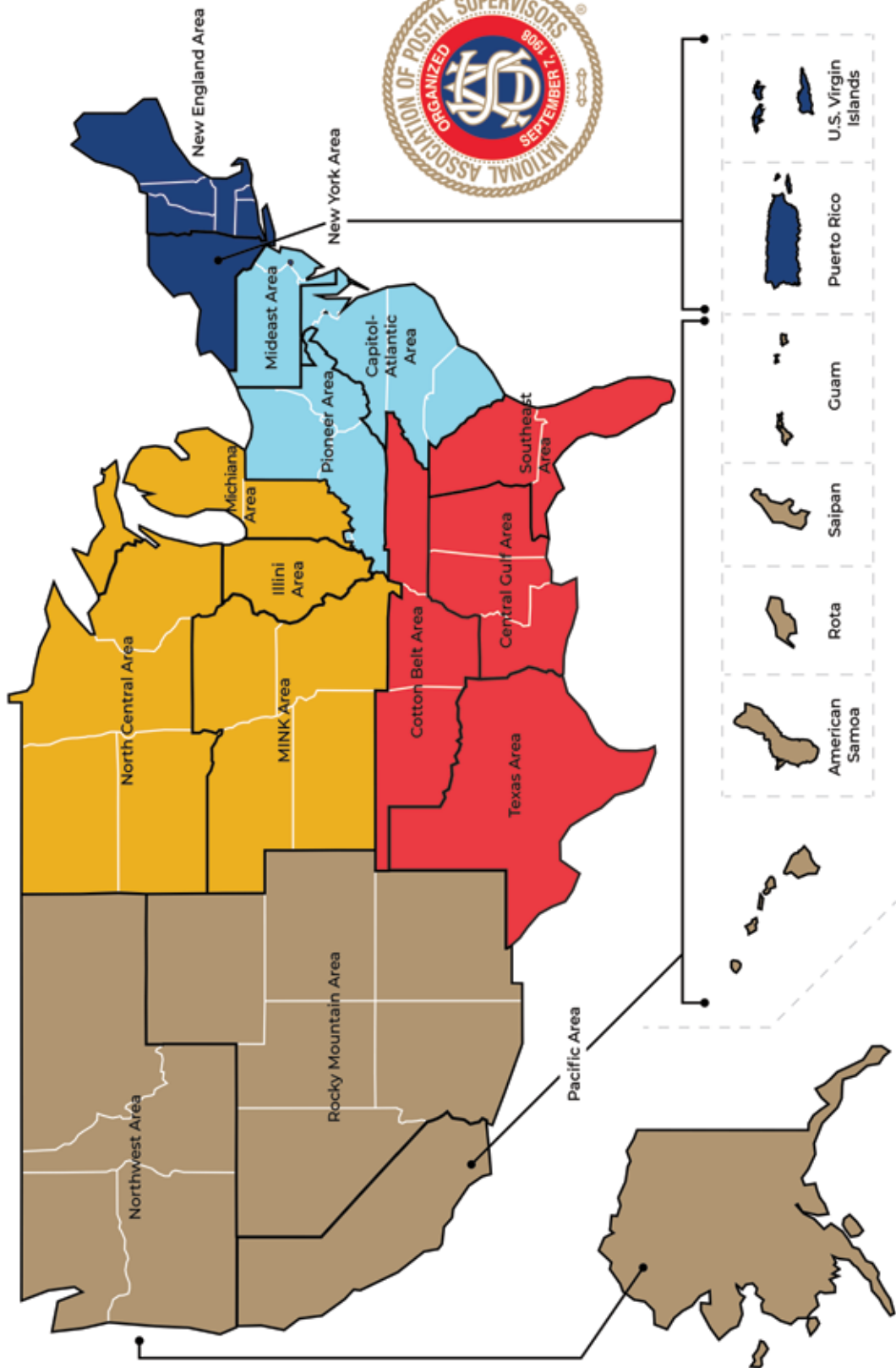
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Western Region Central Region Southern Region Eastern Region Northeast Region



Good Communication Is Essential

Bobby Bock

Southeast Area Vice President

I have found that effective communication is one of the most important keys to success. History is filled with great communicators; two who come to mind are Dr. Martin Luther King Jr. and President Ronald Reagan.

Dr. King once said, “It is always the right time to do the right thing.” President Reagan gave us the unforgettable words, “Mr. Gorbachev, tear down this wall!” Both statements were powerful because they were clear, direct and perfectly suited to their audiences.

So, how does this translate to our daily interactions at the Postal Service? First, know your audience. Whether you are leading a team meeting, talking with subordinates or speaking with your manager, your message must be clear, respectful and focused.

Second, be a good listener. Com-

munication is not just about speaking, it’s also about understanding. When someone brings up a concern, pause and consider your response carefully before answering.

Third, write effectively. Email communication, in particular, should be clear, professional and free of errors. Personally, I draft my messages in Microsoft Word, run a spell check, then use the “read aloud” feature to listen for mistakes. Hearing it read back helps me catch things I might have over-



looked.

One of my biggest pet peeves is sending an email and receiving no response. How do I handle that? First, I forward the original message with a polite note asking if they saw my previous email. If I still get no reply, I escalate the issue. Communication is a two-way street.

At the VME, I hold weekly sit-downs with my EAS staff and leads.

We review an agenda covering everything from preventative maintenance to training. Then, I go around the table and ask each person if they have any issues to raise—whether it’s a request for a new tool or a safety concern. These open discussions keep us aligned and moving forward.

No matter where you work in the Postal Service, communication is essential. It keeps the team rowing in the same direction; only then can we truly succeed.

I encourage you to take a look at yourself and your operation and ask: What can I do to improve my communication skills? Strengthening this one skill not only will help your team, but also help you grow into a stronger, more effective leader.

If you have any questions, please don’t hesitate to reach out. I’m in the USPS database under Robert M. Bock Jr.; I welcome your call.

Remember—the VMF is your friend.

bocknapsseavp@aol.com

USPS Leadership Promotes This Management Myth

Dee Perez

Northeast Region Vice President

Often daily, you hear a USPS official remind you, whether in person, via a phone call, or during a Zoom meeting: “You are responsible for your office 24 hours, seven days a week.” And the other famous line: “You raised your hand for this.”

It’s time to dispel the first line—myth—once and for all. It is partly cor-

rect, but not in the context in which it’s being used by USPS leadership.

The first myth has no *ELM* reference that exists today, nor is there a handbook that mentions this reference—not even in the jobs for which you apply. However, as a responsible leader, if there’s an emergency in your building, the understanding is that, because you are the person in charge, it’s your duty to be present and understand what is happening.

I’m talking about a serious accident—a fire, crime or, God forbid, an employee or a customer suffering a life-threatening event, regardless whether there are supervisors on duty. This is your obligation.

Unfortunately, districts often use myth number one as an opportunity to take advantage through intimidation of postmasters and managers to force them to come in and oversee/work their operation on their

non-scheduled days, deliver a route contrary to the NAPS and USPS agreement on how this is to be handled, oversee Amazon Sundays and attend tollgate meetings into the late evening hours until the last carrier returns, when the office has a capable EAS employee on duty.

Districts also employ various other methods, all of which are contrary to the postmaster's and manager's job descriptions, by instructing them to work their non-scheduled days unpaid or sending text messages every 10 minutes after their tour is over, while having a capable EAS employee closing who can do this. I'm not saying these postmasters/managers shouldn't know what's taking place; they should be kept informed by their closing supervisor so they have the opportunity to offer advice during a situation.

It's criminal that MPOOs place this responsibility on the postmaster and manager, entirely disregarding and respecting the fact they already fulfilled their job commitment for the day or

week to the USPS. Now they are dealing with their home life and personal issues while being disturbed by their MPOOs.



Myth number two: I don't think anyone who is 100% honest with themselves would agree with "You raised your hand for this." Every job and industry changes. If it remains the same in the face of technological advance-

ments, the industry must adapt. We all can see that current mail and parcel volume are down significantly in most areas; therefore, savings are expected.

Analytics play a huge role in our survival. However, when it comes to front-line EAS employees, your job has taken on many additional responsibilities. You must be the jack of all trades. You are a vehicle expert, HR professional, Labor specialist, teacher, instructor, mentor, psychologist, counselor, investigator, retail and delivery expert and analytical deep-dive expert, among many other roles I have left out—all under one hat you wear daily.

In the early 2000s, the manage-

ment catchphrase was multitasking, meaning that doing two things at once was considered the most effective way to stay current. That was 25 years ago. Today, this philosophy will not keep you current or up-to-date in your daily tasks. There's no catchphrase associated with doing more than two things at once that relates to today's workload. EAS positions have been assigned additional responsibilities over the years no one could have foreseen 25 years ago.

The district managers and their staffs have accepted working a seven-day, 24-hour position. Perhaps locally they want all EAS employees to be as committed above/beyond all their responsibilities because "misery loves company." This may be the reason your leaders try to bully/threaten you into doing things you are not obligated to do.

Once your obligations to your position have been fulfilled for the day and week, your responsibilities are to your personal life—not the USPS. One thing is certain: Nobody I know raised their hands for this 24/7.

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Raising the Next Generation of Leaders

Richard Green

Eastern Region Vice President

One issue that has become very clear to me as I travel across my region to different events is the need to identify and raise up the next generation of leaders. As leaders in the organization, we have an obligation to be good caretakers of what was passed on to us.

Raising a new generation of leaders requires fostering growing leadership skills, providing opportunities for growth and creating a supportive and nurturing environment. This involves identifying potential leaders,

nurturing their skills through mentorship and developing and encouraging them to embrace leadership roles. It also includes cultivating a leadership mindset, promoting collaboration and ensuring that future leaders are equipped with the necessary knowledge, experience and skills to lead NAPS into the future.

As we raise the next generation of leaders, here are some strategies I believe will assist NAPS in this process:

Identify potential leaders—Recognize individuals with the inherent

qualities and potential to lead, such as strong communication skills, empathy and a desire to learn and grow.

Nurture leadership skills—Pro-

vide opportunities for skill development through mentorship, leadership training and practical experiences. This includes training and doing advocacy work for members.

Foster a leadership mindset—Encourage individuals to embrace challenges, take initiative and develop a growth-oriented perspective. Have them shadow branch



officers to learn the duties and responsibilities of the position.

Promote collaboration—Emphasize the importance of teamwork and collaboration as effective leadership often involves working with others to achieve common goals. Provide shadow opportunities to demonstrate how branch officers collaborate with district leaders for the betterment of members.

Create a supportive environment—Provide a space where individuals feel comfortable taking risks, learning from mistakes and developing their leadership capabilities. Be available to answer questions and provide guidance and feedback as they grow their leadership capabilities.

Encourage continuous learning—Foster a culture of lifelong learning, encouraging individuals to stay curious, adapt to change and continually seek new knowledge and skills. Send them to conventions and other

meetings where they can learn and network with other NAPS leaders.

Provide opportunities for growth—Offer opportunities for leadership development, such as taking on new responsibilities, leading projects or participating in leadership training programs.

Bridge the generational knowledge gap—Facilitate the transfer of knowledge and experience from older generations to younger leaders, ensuring a smooth transition of leadership. Share your knowledge to help them prepare to lead their branch in the future.

Embrace emotional intelligence—Develop emotional intelligence skills, such as empathy, self-awareness and social skills that are crucial for effective leadership.

Teach conflict resolution—Equip future leaders with the skills to navigate conflicts constructively and find solutions that benefit all parties.

Encourage optimism and resilience—Foster a positive attitude and the ability to persevere in the face of adversity, which are essential qualities for leaders.

Lead by example—Model the desired leadership behaviors and values, demonstrating the qualities you want to see in future leaders.

Focus on soft skills—Emphasize the importance of soft skills, such as communication, teamwork and problem-solving that are essential for effective leadership.

These are just a few examples of how we grow our next generation of leaders in NAPS as we prepare for the future of our great organization. I am excited about the future and the potential of our organization as we share our knowledge with our new group of leaders.

Fighting for membership!
rgreen151929@aol.com

Quarter 3 Financial Results—Good or Bad?

Dan Mooney

North Central Area Vice President

USPS Quarter 3 FY25 financial results were just released (Aug. 11) as I write this column. So, what do the numbers tell us? Let's look at Quarter 3 and the fiscal year as a whole and compare it to the plan. Keep in mind we had a net loss last year of \$9.5 billion. That number attracted a lot of attention on Capitol Hill as we all know.

Quarter 3 had a net loss of \$3.1 billion versus a net loss of \$2.5 billion SPY, for a year-to-date net loss of \$6.25 billion (+\$144 million, Quarter 1; -\$3.3 billion, Quarter 2; and -\$3.1 billion, Quarter 3). The FY25 plan called for a \$6.9 billion dollar loss.

Quarter 1 had a positive net income, the first time that happened in

some time; folks were excited. But I told them to fasten their seat belts because the plan called for a loss equivalent to about \$7 billion the rest of the fiscal year. Well, if we lose about \$650 million in Quarter 4, we will make plan! If we lose a billion in Quarter 4—well, let's not go there!

Can you imagine making plan and losing almost \$7 billion? That would

mean, on the macro level, the company and its employees, top to bottom, would have done their jobs to expectations—made plan and the company will lose \$7 billion. Somehow that doesn't seem right.

We all basically do what's expected of us, yet the USPS still loses billions of dollars—to the tune of about

\$23 billion in FY23, FY24 and FY25. We started this fiscal year with \$19.5 billion in cash and short-term investments; the plan is to end the year

with \$10.7 billion (if we make the estimated year-end lump sum payments for CSRS and FERS). As you can see, we can't continue down this road.

At some point, this has got to stop fast. No company can withstand

losses like that! I am praying our new leader somehow will be able to right this ship and set it sailing into black waters—not deep, red water. We need the PMG's leadership and he certainly needs us! It's time we team up and right the ship together; we need each other to get out of this situation.

Continued on page 18



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.

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.

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



PFP Retirement Date and Eligibility

Participants in the HERO Performance Pilot are PFP-eligible, full-time, career, nonbargaining employees. They must be in their PFP-eligible position on the last day of the fiscal year (Sept. 30, 2024) to be eligible to receive any PFP payments for the current fiscal year's performance.

Employees who separated before the effective date of PFP payments (Jan. 11, 2025) and were on the rolls in good standing as of Sept. 30, 2024, will receive an amount equivalent to the PFP payments (base salary increase and NPA lump sum) in the form of a one-time, lump-sum payment.

Employees who retired on Sept. 30 are eligible for PFP because, technically, they were on the rolls until the end of that day.



Illinois State Legislative rep Okedian Olajise attended a labor breakfast roundtable with Rep. Brad Schneider (D) on Aug. 28.

Correction: In the list of 2025 Vince Palladino Scholarship winners in the September issue, Izabella Middleton's name was misspelled. She is the granddaughter of Past NAPS President Brian J. Wagner and attending Southern New Hampshire University, majoring in accounting. We wish her the best in her academic endeavors.



NAPS Michiana Area Vice President Kevin Trayer (right) attended a labor organization meeting in August at the Teamsters Local 406 Hall in Grand Rapids, MI. Also at the meeting were Tom Sidebotham, business agent, and Rep. Hillary Scholten (D-MI), whom NAPS supports.

NAPS was represented at the Florida District 2 Career Conference:



Central Florida Branch 406 member Alberta Barley and Southeast Area Vice President Bobby Bock

Southeast Area Vice President Bobby Bock and Central Florida Branch 406 member Peter Piteira



On Aug. 3, California District 6, San Diego, hosted a Career Conference at the Riverside Convention Center; over 400 postal employees attended. Representing NAPS were, from left: San Diego Bridget Evans Branch 159 Treasurer Heather Odell, California State President Marilyn Jones and Hayes Cherry Branch 466 President Mariel Murillo.

California NAPS members attended Rep. Mike Thompson's (D-CA) annual summer event at the Francis Ford Coppola Winery in Napa Valley. Among the 300 guests were Democratic VIPs.



Rep. Mike Thompson and Margaret A. Grant Branch 127 President Charles Patterson



From left: North Coast Branch 497 President J.J. Wong, Rep. Adam Gray (D-CA), California Assemblywoman Dr. Jasmeet Bains (currently running for Congress against Rep. David Valadao) and Branch 497 Vice President Cole Risley.



From left: Rep. Joe Neguse (D-CO), Branch 497 President J.J. Wong and Vice President Cole Risley.



Speaker Emerita Nancy Pelosi with Branch 497 President J.J. Wong and Vice President Cole Risley



Mary Burkhard Branch 244 hosted a NAPS table at the California District 3 Career Conference Aug. 10 at the Ventura Beach Marriott. From left: Branch 244 President Del Alarcon, Executive Vice President Karesha Smith, Treasurer Maria Palomar and California State Area Vice President/Branch 244 Secretary Clarissa Bognot.



San Francisco Branch 88 is saddened to report the death of longtime member Patricia Dangerfield on Aug. 4. A member for over 30 years, she was an associate member and branch trustee.



Sundance, UT, Branch 139 hosted a meeting in August to plan activities for the coming year. Discussion included training members on reporting daily work activities to ensure documentation is available in case of operations issues and encouraging more members to attend meetings and become NAPS representatives. From left: Branch 139 President Teresa Barrett, Western Region Vice President Marilyn Walton, Branch 139 member Manny Perez, Vice President of City/Stations Robert Jones, Secretary/Treasurer Kristen Tresner, Rocky Mountain Area Vice President Myrna Pashinski, Branch 139 Northern Area Vice President Nate Van Hulten, NAPS Executive Vice President Chuck Mulidore and former Rocky Mountain Area Vice President Steve Gerber.



Middle Tennessee Branch 32 proudly awarded its first-ever \$500 scholarship to Briana London, celebrating her achievement and a historic milestone for the branch. From left: Branch 32 Vice President Kevin Proctor, Briana's mom and Branch 32 member Geneva London, Briana, dad Michael London and Branch 32 President Robert Wakefield.



Middle Tennessee Branch 32 awarded Anna Grace Morgan one of its first-ever \$500 scholarships in support of her academic journey. From left: Branch 32 Vice President Kevin Proctor, Anna's dad and Branch 32 member Richard Morgan, Anna and Branch 32 President Robert Wakefield.

Quarter 3 Results—Good or Bad?

Continued from page 14

Let's look at what the other numbers tell us. Revenue, half of the profit equation, was basically flat for Quarter 3. Quarter 2 also was basically flat; Quarter 1 was up about \$855 million or 4.1%. Total revenue plan for FY25 was an increase of \$2.4 billion or 4.1% to a total of \$82.9 billion.

That's tells us unless Quarter 4 revenue is up approximately \$1.5 billion to plan, we will come up short of our total revenue goal—despite raising prices. This also tells us we cannot price-increase our way out of this financial predicament alone. Remember, everyone has total revenue to plan on their NPA scorecard.

The FY25 plan called for a reduction of 5.1% in total mail and package volume/pieces. This mainly was driven by projected declines in First-Class and Marketing Mail.

Shipping and packages had a volume decline of 6.5% to SPLY. Quarter 2 volume was down 6.9% to SPLY; Quarter 1 had a volume decline of .9% to SPLY. Volume is down on the products of our future, the products for which we are building out our new network restructuring.

Marketing Mail had a volume increase of 0.5% compared to SPLY. Quarter 2 volume was down 5.7% to SPLY. Quarter 1 was up 7% to SPLY.

First-Class Mail had a volume decline of 5.4% compared to SPLY.

Quarter 2 First-Class volume dropped 5.8% to SPLY. Quarter 1 had a 3.9% decline to SPLY.

We need to work together and find ways to reverse these numbers. Improving our service scores will be a big start. Working together (senior leadership, EAS, craft) will get us out of this predicament the fastest.

We all have something of value to help improve this situation. We all care deeply about the Postal Service and want it to succeed. Keep an open dialogue; give and take advice and feedback wisely.

Stay on the high road; the view and the people are much better!

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Order Your NAPS Banner Now!

A great addition to your membership recruitment efforts is the new NAPS retractable banner. Available to order at the NAPS Store, the banner measures 33 by 81 inches and comes with a carrying case; the banner is \$150, which includes shipping by Priority Mail.

The banner is portable and highlights some of the organization's more notable accomplishments. Order yours today and get out and recruit members to join NAPS—the largest and most effective postal management association that represents *all* EAS employees.

Go to the NAPS store at www.naps.org and download the order form. The form either can be mailed with payment to NAPS Headquarters or emailed to naphq@naps.org, with a phone call to NAPS Headquarters to pay by credit card. Information, including contact information, is on the order form.

The image shows a retractable banner for the National Association of Postal Supervisors (NAPS). The banner has a red top section with a gold border of stars and the USPS seal. Below this, it states 'The National Association of Postal Supervisors (NAPS) is the LARGEST MANAGEMENT ASSOCIATION within the USPS.' It then mentions 'Our Association represents over 47,000 Supervisors, Managers and Postmasters and other Managerial employees working in over 500 EAS job titles.' There are two QR codes with the text 'Scan to Join NAPS' on either side. The bottom section is white with a blue border and features a timeline of NAPS milestones: 1908 (meeting in Louisville, KY), 1986 (creation of the Disciplinary Defense Fund), 1993 (purchase of a new building in Alexandria, VA), and 2022 (historic decision on EAS pay). The banner ends with a blue section titled 'MEMBERSHIP' which states 'Your NAPS membership gives you networking access as part of your membership and participation in the life of our Association.' and is decorated with gold stars.

The National Association of Postal Supervisors (NAPS) is the

LARGEST MANAGEMENT ASSOCIATION

within the USPS.

Our Association represents over 47,000 Supervisors, Managers and Postmasters and other Managerial employees working in over 500 EAS job titles.

Scan to Join NAPS

Scan to Join NAPS

1908
On September 7, 1908, 50 postal supervisors from post offices in 13 states met in Louisville, KY to establish an association that comprised members dedicated to the welfare of supervisors within the then-United States Post Office Department. More than 100 years later, the National Association of Postal Supervisors (NAPS) continues to work toward this same goal.

1986
NAPS created the Disciplinary Defense Fund (DDF) that provided representation at no cost to the EAS members for assistance in supervisors in appeals to the Merit Systems Protection Board (MSPB) in cases of proposal for reduction in grade or removal.

1993
NAPS, under the leadership of President Vince Palladino, purchased a new four-story building in Alexandria, VA, in compliance with a 1990 National Convention resolution. Because Virginia state law requires nonprofit organizations owning property to incorporate, the board established NAPS Property, Inc.

2022
NAPS wins a historic decision in the fight for EAS pay against the United States Postal Service and United Postmaster and Managers of America over the pay disparities of the 2016-2019 Pay Agreement. The Appeals Court ruling paved the way for NAPS to legally pursue pay compensation. The decision affirmed NAPS' exclusive right to the representation of ALL Supervisor, Managers and Postmasters through direct participation in the planning and development of pay policies and schedules, fringe benefit programs, and other programs relating to supervisory and other managerial employees.

MEMBERSHIP

Your NAPS membership gives you networking access as part of your membership and participation in the life of our Association.

Bob Levi

Director of Legislative & Political Affairs



The city is Americana, USA. It's a city of about 1 million citizens. Many live in city-center apartments, others live in modest detached houses and a few live in exclu-

equivalent to the funds Americana would have had to expend on patrolling their gated community, but did not because of the private security. Nevertheless, Americana's uniformed and well-trained police officers still would be required to arrest lawbreakers and transport them to the city jail—even in the gated community.

“work-sharing” discounts and special arrangements intended to boost mail volume. These postal discounts and arrangements spawned a new industry within the postal economy that has displaced a significant portion of the Postal Service's mail processing operation.

The financial incentive to detour mail away from the bulk of postal operations appears to have hampered operational efficiencies and deterred and delayed the Postal Service from developing and implementing breakthrough and home-grown mail technologies. Some of these technologies have been advanced by private mail operators.

Private operators have gone into coding, sorting and mail consolidation. As a result, mail is being entered into the mail stream late in the postal operation, dodging almost everything but “last-mile delivery”—the most-expensive and labor-intensive component of the mail operation.

The ultimate impact of these actions inevitably will lead to a privatized Postal Service, as the discounts and continued mail volume decline will not provide the necessary revenue to sustain the expansive and essential universal network that defines our Postal Service. Those who will suffer most will be those who need the Postal Service most.

Americans continue to treasure universal, affordable and accessible governmental mail service. Therefore, some statements made at a summertime congressional hearing were troubling. The comments suggested a degree of tolerance in privatizing distinct postal functions.

The “cover story” is expanding “postal-private partnerships”—commercial relationships to move more postal functions into the private sector. Retail sales and box services, transportation and mail processing

Postal à la Carte—The Crooked Road to Privatization

sive, gated communities.

Law enforcement and crime protection are provided by Americana's police force, an essential service to which all the city's citizens are entitled. Local taxes finance Americana's police department. However, the gated community hired its own private-security guards to patrol its confines to deter crime.

Those residents want tax rebates

Such a financial arrangement between Americana and residents of the exclusive community would reduce the city's law enforcement budget and undermine police protection for the non-gated areas of Americana. It also would strain the specific police services still provided in the gated community.

Ever since the 1970s, the U.S. Postal Service extended to certain mailers

Thrift Savings Plan

Fund	G	F	C	S	I
August 2025	0.37%	1.19%	2.03%	4.08%	3.95%
12-month	4.42%	3.15%	15.83%	15.84%	12.80%
The G, F, C, S, and I Fund returns for the last 12 months assume unchanging balances (time-weighting) from month to month, and assume that earnings are compounded on a monthly basis.					

Fund	L Income	L 2030	L 2035	L 2040	L 2045	L 2050
August 2025	1.12%	1.97%	2.14%	2.29%	2.42%	2.55%
12-month	7.37%	10.92%	11.51%	12.10%	12.60%	13.10%

Fund	L 2055	L 2060	L 2065	L 2070	L 2075
August 2025	2.95%	2.95%	2.95%	2.95%	2.95%
12-month	14.88%	14.88%	14.88%	14.88%	

These returns are net of the effect of accrued administrative expenses and investment expenses/costs. The performance data shown represent past performance, which is not a guarantee of future results. Investment returns and principal value will fluctuate. The L 2010 Fund was retired Dec. 31, 2010, the L 2020 Fund on June 2020 and the L 2025 Fund on June 30, 2025.

Visit the TSP website at www.tsp.gov

NAPS Spearheads Efforts to Address Postal Health Benefits Open Season Concerns

The 2025 Postal Service Health Benefits (PSHB) program open season begins in a few weeks. Those who have followed *The Postal Supervisor's* legislative column recognize the importance NAPS places on the smooth operation of this year's PSHB open season when about 1.7 million postal employees and retirees have the opportunity to compare benefits and premiums of PSHB plans and potentially change their enrollment.

Indeed, the July 2025 Office of Inspector General "Flash Audit" raised alarm. The audit cast doubt on the Office of Personnel Management's (OPM) ability to effectively run the 2025 PSHB program open season. White House cuts assigned to OPM, combined with the unexpected retirement of so many of the agency's health experts gave good reason for concern. However, NAPS has worked relentlessly on Capitol Hill seeking legislative relief to ensure the PSHB open season runs smoothly.

In part, NAPS' efforts and our close

relationship with Senate Appropriations Chair Susan Collins (R-ME) and other key legislative leaders of the relevant Senate and House committees have yielded strong bipartisan, bicameral attention to the issue. Collins was instrumental in convening a mid-August meeting on the PSHB that included OPM representatives, as well as Republican and Democratic staff members from the House and Senate Appropriations committees, the Senate Committee on Homeland Security and Governmental Affairs and the House Committee on Oversight and Accountability. Congressional participants in the meeting had federal health benefits in their legislative portfolio.

Congressional attention to the PSHB issue and the meeting resulted in a OPM resource reallocation to accommodate the November open season and renewed confidence in open season success. It is noteworthy that NAPS has been bird-dogging this issue since the OPM IG audit was released on July 2.

are the most vulnerable to postal outsourcing. However, delivery is not immune to privatization.

Amazon and Walmart are seeking to expand their last-mile delivery capabilities, even in rural areas. For example, this past April, Amazon announced its plans to invest approximately \$4 billion to build out a rural delivery network. This endeavor not only provides a platform for the delivery of Amazon-sold products, but also has implications for the Amazon Marketplace and postal revenue earned from small businesses currently using the Postal Service.

These small enterprises may be incentivized to move to the Amazon delivery network. It is important to note that the Postal Service's decision to

degrade delivery standards, particularly in rural areas, may play an important role in mailer decisions over which provider will deliver the agency's products. However, it is equally important to point out that only the Postal Service provides delivery service at least six days a week.

Over the past few years, the Postal Service has made significant capital investments to upgrade its processing technology and expand its logistics capabilities, including insourcing more mail transportation and modernizing its delivery fleet. Clearly, private mail operators feel threatened by the Postal Service's efforts to insource more of its functions and reclaim the traditional postal operations that have been appropriated by the private sector.

These investments would be squandered and efficiencies voided should the Postal Service be compelled by White House demands, congressional pressure and/or special-interest legislation to surrender postal functions to private-sector competitors. Moreover, revenue generated through insourcing would vanish.

Whether by wholesale privatization, piecemeal dismantling or another federal agency assuming control, the Postal Service and its employees continue to be under assault.

NAPS is working with senators serving on the Homeland Security and Governmental Affairs Committee, the panel tasked with conducting confirmation hearings on presidential nominees to the Postal Service Board of Governors, to examine the views on the future of the agency. Currently, there are four vacancies on the board.

As NAPS leads the way in questioning many misguided efforts to privatize or dismantle the Postal Service, we continue to evaluate the degree to which emerging legislation, nominations or regulations promote postal abandonment. Excessive postage discounts divert much-needed postal revenue to the private sector.

Such revenue reductions impair universal service and undermine uniform postage rates. Attempts to outsource retail functions and processing operations threaten mail security and postal efficiency.

NAPS will continue to remind the White House, Congress and the mailing community that the Postal Service still provides the most efficient, affordable, reliable and universal delivery operation in the world, backed by a highly dedicated and patriotic workforce. Picking apart the Postal Service function-by-function is a recipe for disaster.

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Reps. Nikki Budzinski and Jack Bergman Establish Congressional Postal Service Caucus

Budzinski Guest on NAPS Chat

Over the summer, several members of Congress decided it was essential to create a bipartisan Congressional Postal Service Caucus. With a core group of four House members, formation of the caucus was announced mid-summer. Its recruitment drive commenced in August and was in full swing by early September.

The caucus' leadership includes Co-Chairs Reps. Nikki Budzinski (D-IL) and Jack Bergman (R-MI) and original members Reps. Andrew Garbarino (R-NY) and Chris Pappas (D-NH). Unlike a formal congressional committee, the caucus membership can reflect geographic and political diversity and focus on postal oversight and legislative advocacy.

However, a caucus does have funding to support staff, so it depends on individual members of Congress to assign staff to perform caucus functions. In addition, a caucus does not have the authority to approve and send legislation to the floor of Congress. Nevertheless, a caucus can serve as a mechanism to shine light on specific issues, testify before committees and draft legislation.

In early September, NAPS Director of Legislative & Political Affairs Bob Levi hosted Congressional Postal Caucus Co-Chair Budzinski on *NAPS Chat*, the NAPS-sponsored podcast (September 4 Episode).

Budzinski expressed the widespread view among her congressional colleagues that the Postal Service must restore the high-quality performance to which their constituents have grown accustomed. Slower delivery speed, particularly to rural areas, has been a prevalent critique over the past few years.

The congresswoman discussed how an August 2025 report by the renowned Pew Research Center validates what Congress is hearing back home. The Pew Center reported the Postal Service fell from being the top-rated federal agency in 2019 to number three in 2025. In 2019, 90% of Americans rated the Postal Service favorably; in 2025, the percentage fell to 69%.

Budzinski believes a major part of improving postal performance is restoring delivery speed. This would be a huge step to returning the Postal Service to the top of the



list and improving its favorability.

During the podcast, Budzinski indicated the caucus will direct its attention to problems that have characterized implementation of the Postal Service's 10-year plan, "Delivering for America." She mentioned there is congressional consensus that the reorganization and consolidation of postal processing and delivery facilities, as well as the Regional Transportation Optimization initia-

list, has had a negative impact on postal performance.

Budzinski believes the postal caucus will play a valuable role in working with the Postal Service, its stakeholders and House and Senate committees with jurisdiction over the Postal Service to improve performance.

She pointed out that one of the challenges in creating the caucus is to ensure its broad, diverse and bipartisan composition. So, she and Bergman have embarked



CONGRESSIONAL POSTAL SERVICE CAUCUS

on a drive to recruit members of both parties from different committees that may have postal "touchpoints."

For example, members of the Veterans Affairs Committee will be interested in the Postal Service being one of the largest employers of veterans and the Veterans Health Administration's reliance on mail-order prescriptions. Ways and Means Committee members will be interested in the delivery of Social Security checks to their constituents. Homeland Security Committee members will be interested in Postal Service logistics capabilities in the event of a natural disaster or crisis. And members of the Small Business Committee will be interested in the reliance small and family-owned businesses have on the Postal Service to deliver their products.

Budzinski expressed her appreciation to NAPS for working with her and caucus members as the panel gets off the ground. She said she looks forward to continue collaborating with NAPS regarding the future of the Postal Service.

NAPS Legislative Campaign



**Urge Your Member
of Congress to
Co-Sponsor
H.Res. 70 and
S.Res. 147 to
Oppose Postal
Privatization**

Scan the QR code by opening the camera app on your mobile device. Focus on the code, tap on the screen and follow the instructions.



NAPS Legislative Campaign



Urge Your Member of Congress to Co-Sponsor the Postal Supervisors and Managers Fairness Act (H.R. 1560)

Scan the QR code by opening the camera app on your mobile device. Focus on the code, tap on the screen and follow the instructions.



NAPS Legislative Campaign



Urge Your Member of Congress to Co-Sponsor the Postal Employee Appeal Rights Amendment Act (H.R. 1559)

Scan the QR code by opening the camera app on your mobile device. Focus on the code, tap on the screen and follow the instructions.



NAPS Legislative Campaign



Urge Your Member of Congress to Co-Sponsor the Postal Police Reform Act (H.R. 2095)

Scan the QR code by opening the camera app on your mobile device. Focus on the code, tap on the screen and follow the instructions.



Elevating Leadership at Every Level

C. Michele Randall

Leadership often is seen as a destination, something you either have or don't. But the truth is, leadership is a journey—a continuous process of learning, growing and refining our skills. As managers and supervisors, we are not just responsible for tasks and outcomes; we are stewards of inspiration, accountability and progress. But how can we all become even better leaders?

First, let's remind ourselves that leadership is not static. Great leaders are made, not born. They are those who constantly seek to improve themselves, adapt to new challenges and lead with their heads *and* their hearts.

A great leader knows their strengths and weaknesses. They take time to reflect on how their actions and decisions impact those they lead. They listen, seeking honest feedback, even when it's uncomfortable because it's through feedback that we grow.

Leadership is about connection. Great leaders get to know and listen to the members of their teams. They make every effort to understand their motivations and challenges. Empathy isn't a "soft" skill; it's a necessary one for building trust and collaboration.

True leadership isn't about doing it all yourself; it's about empowering others to thrive. When we focus on developing our team members, we

amplify our own impact as leaders.

Challenges always will come our way. It's how we manage them that defines us. Great leaders remain steady under pressure, adapt to change and inspire confidence in uncertain times.



As managers and supervisors, we must articulate a vision that inspires others. Leadership is about showing not just where we're going, but why it matters. Leadership is a journey that is never about perfection; it is about progress.

So, I challenge each of us to think about one area where we can grow as leaders. It could be listening more actively, delegating more effectively or mentoring a rising star on our team. Whatever it is, commit to taking that step because better leadership from us means a stronger, more cohesive team for everyone.

Let's remember that leadership isn't a title; it's a responsibility. It's not about always having the answers; it's about fostering an environment where the answers can emerge.

Together, let's embrace the journey of becoming not just managers, but leaders who inspire, empower and leave a lasting impact.

C. Michele Randall, president of Southern Maryland Branch 531, is a Processing Support specialist at the Southern Maryland P&DC.

NAPS Training Calendar

Capitol-Atlantic Area Training at Sea

Oct. 26-Nov. 1, 2025

Conducted by: Capitol-Atlantic Area VP Troy Griffin

Location: *Carnival Sunshine* cruise ship, departing from Norfolk, VA, and sailing to Celebration Key, Nassau and Bimini

Cruise Rates (per person): Inside cabin, single/\$1,431; double/\$754. Ocean view cabin, single/\$1,721; double/\$899. Balcony cabin, single/\$2,651; double/\$1,364.

Registration Fee: \$10 if booked through Travel Foxx Travel Agency; \$25 if booked on your own. All NAPS members welcome.

Information: Contact Troy Griffin at 443-506-6999

Booking: Email donnetta@travelfoxxtravelagency.com

North Central Training Seminar

Nov. 7-8, 2025

Conducted by: North Central Area VP Dan Mooney

Location: InterContinental Hotel, 5005 Glumack Dr., St. Paul, MN 55111; 877-424-2499; adjacent to the MSP Airport and one stop on light rail to the Mall of America.

Hotel Rate: \$182 plus tax; rate expires Oct. 15

Registration Fee: \$275 due to Dan Mooney by Oct. 17; additional \$100 if not staying at the InterContinental. Contact Dan Mooney for registration sheet at dan_9999@msn.com

Training: Conducted by Past NAPS President Brian Wagner, Dan Mooney and others

Eastern Region Cabinet Meeting

Jan. 15-18, 2026

Conducted by: Eastern Region VP Richard Green, Capitol-Atlantic Area VP Troy Griffin, Mideast Area VP Tony Dallojacono and Pioneer Area VP Ed Laster

Location: Westin Hotel and Resorts, 99 South 17th St. at Liberty Place, Philadelphia, PA 19103; 215-563-1600

Hotel Rate: \$266.49 (includes tax); \$45/night parking

Registration Fee: \$325 if postmarked by Nov. 21; \$375 after; \$425 if not registered at the Westin

Training: Conducted by NAPS resident officers and USPS Headquarters officials

2025 SPAC Pins

Support SPAC to 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*



Drive for 5

*Contribute to SPAC
by payroll deduction
or direct payment.*



Secretary's Roundtable

\$500 level



Chairman's Club

\$250 level



Supporter

\$100 level

In 2025, SPAC contributors will be sent the pin recognizing their total 2025 contribution at the end of the year; all pins will indicate "2025." The 2025 "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.

2025 SPAC Contributors



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

Boisvert, Michael	CA	Branch 159
Bradley, Roxanne	CA	Branch 77
Campbell, Stephnia	CA	Branch 159
Pennington, Felicia	CA	Branch 39
Randle, Carol	CA	Branch 39
Walton, Marilyn	CA	Branch 77
Wong, John	CA	Branch 497
Hoerner, Thomas	FL	Branch 420
Van Horn, Gail	FL	Branch 154
Coleman-Scruggs, Toni	IL	Branch 493
Foley, Paul	MA	Branch 120
Devaney, David	MD	Branch 42
Jones, Wilmore	MD	Branch 42
Randall, C. Michele	MD	Branch 531
Shawn, Steve	MD	Branch 403
Lothridge, Tammy	ME	Branch 96
Rosario Jr., Arnold	ME	Branch 96

Rosario, Tamara	ME	Branch 96
Olson, Chad	ND	Branch 937
Barone, Thomas	NY	Branch 202
Hughes, Thomas	NY	Branch 100
Perez, Dioenis	NY	Branch 202
Warden, Ivonne	NY	Branch 100
Warden, James	NY	Branch 100
Laster, Edward	OH	Branch 46
Laster, Jacshica	OH	Branch 46
Butts, Ivan	PA	Branch 355
Christopher, Arthur	TX	Branch 122
Jackson, Alice	VA	Branch 526

August Contributors

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

Campbell, Stephnia	CA	Branch 159
Randle, Carol	CA	Branch 39

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
1727 KING ST STE 400
ALEXANDRIA VA 22314-2753

Contribution Amount \$ _____ Branch # _____

Name _____

Home Address/PO Box _____

City _____ State _____

ZIP+4 _____ Date _____

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



Enclosed is my voluntary contribution to SPAC by one of the following methods:

☐ 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) _____

Card expiration date: ____ / ____

Signature (required for credit card charges) _____

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

Describe gift _____ Value _____

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.

SPAC Scoreboard

Statistics reflect monies collected Jan. 1 to Aug. 31, 2025

National Aggregate:

\$157,101.97

National Per Capita:

\$5.89

Region Aggregate:

1. Eastern	\$35,389.48
2. Western	\$32,560.28
3. Southern.....	\$32,287.98
4. Northeast.....	\$31,567.74
5. Central.....	\$22,733.21

Region Per Capita:

1. Southern.....	\$6.31
2. Northeast.....	\$6.28
3. Western	\$6.13
4. Eastern	\$5.72
5. Central.....	\$5.17

Area Aggregate:

1. Capitol-Atlantic....	\$24,615.90
2. Pacific.....	\$24,270.50
3. New York	\$14,737.12
4. New England	\$13,615.62
5. Southeast.....	\$12,043.26
6. Texas	\$10,569.00
7. Central Gulf.....	\$ 7,868.00
8. North Central	\$ 7,434.56
9. Pioneer	\$ 7,226.10
10. Michiana.....	\$ 6,665.00
11. Mideast	\$ 6,562.48
12. Illini	\$ 5,835.50
13. Cotton Belt.....	\$ 4,835.00
14. Northwest.....	\$ 4,793.78
15. Rocky Mountain..	\$ 3,496.00
16. MINK	\$ 2,798.15

Area Per Capita:

1. Central Gulf.....	\$10.50
2. Pacific.....	\$ 8.61
3. New England	\$ 8.47
4. North Central	\$ 8.31
5. Capitol-Atlantic.....	\$ 7.37
6. New York	\$ 6.40
7. Texas	\$ 6.06
8. Southeast	\$ 5.72
9. Michiana.....	\$ 5.54
10. Pioneer	\$ 5.26
11. Cotton Belt.....	\$ 5.04
12. Illini	\$ 4.82
13. Northwest.....	\$ 4.61
14. MINK	\$ 2.57
15. Mideast	\$ 2.53
16. Rocky Mountain.....	\$ 2.45

State Aggregate:

1. California	\$22,845.50
2. New York	\$13,927.12
3. Maryland	\$11,429.00
4. Florida	\$10,741.26
5. Texas	\$10,569.00

State Per Capita:

1. Maine	\$32.05
2. North Dakota	\$23.31
3. Maryland	\$18.20
4. Idaho	\$17.14
5. Alabama	\$16.41

Drive for 5

Members by Region:

1. Eastern	41
2. Southern.....	37
3. Central.....	35
4. Western	34
5. Northeast.....	28

Aggregate by Region:

1. Eastern	\$12,771.00
2. Western	\$11,457.28
3. Southern.....	\$10,379.64
4. Northeast.....	\$ 7,343.46
5. Central.....	\$ 7,116.00

Coleman-Scruggs, Toni	IL	Branch 493
Rosario, Tamara	ME	Branch 96
Olson, Chad	ND	Branch 937

VP Elite (\$750)

Bock, Robert	FL	Branch 406
Lynn, Patti	FL	Branch 296
Lum, Chuck	HI	Branch 214
Valuet, John	ID	Branch 915
Moreno, Luz	IL	Branch 489
Elyea, Chad	MI	Branch 142
Tessmer, Stephen	MI	Branch 508
Englerth, Scott	NY	Branch 11
Evans, Darius	NY	Branch 85
Brandt, Junemarie	VA	Branch 526

Secretary's Roundtable (\$500)

Williams, Carolyn	FL	Branch 146
Moore, Kevin	GA	Branch 595
Moreno, Richard	MA	Branch 498
Burke, Yolanda	MD	Branch 42
Lothridge, Derek	ME	Branch 96
Johnson, Craig	MO	Branch 36
Bartko, Susan	PA	Branch 20
Bednar, Margaret	SC	Branch 695
Trevino, Barbara	TX	Branch 124
Trevino, Manuel	TX	Branch 124

Chairman's Club (\$250)

Sims, Reginald	GA	Branch 82
Rafuse, Renee	MA	Branch 102
Jones, Marcia	MD	Branch 42
Busciglio, Michael	NJ	Branch 287
Manes, Phylcia	PA	Branch 20
Cooper, Karen	TX	Branch 124

Supporter (\$100)

Sims, Carolyn	AR	Branch 173
Edwards, Jonathan	CA	Branch 159
McClinton, Velma	CA	Branch 39
Olliviere, Blanche	DE	Branch 909
Dsouza, Johnson	FL	Branch 296
McKinsey, Laurie	FL	Branch 81
Quinn, William	FL	Branch 296
Lastrapes, Ebony	LA	Branch 209
Simpson, Erich	ME	Branch 96
Ayers-Cohen, Pamela	NJ	Branch 79
Richardson, Elizabeth	TX	Branch 86

Make Contributing to SPAC a Habit:

Contributions via USPS Payroll Deduction

To authorize your allotment **online**, you will need your USPS employee ID number and PIN; if you do not know your PIN, you will be able to obtain it at Step 3 below.

- ➊ Go to <https://liteblue.usps.gov> to access PostalEASE.
- ➋ Under Employee App-Quick Links, choose PostalEASE.
- ➌ Click on “I agree.”
- ➍ Enter your employee ID number and password.
- ➎ Click on “Allotments/Payroll NTB.”
- ➏ Click on “Continue.”
- ➐ Click on “Allotments.”
- ➑ Enter Bank Routing Number (*from worksheet below*), enter account number (*see worksheet*), enter account from drop-down menu as “checking” and enter the amount of your contribution.
- ➒ Click “Validate,” then “Submit.” Print a copy for your records.

To authorize your allotment by phone, call PostalEASE, toll-free, at **1-877-477-3273** (1-877-4PS-EASE). You will need your USPS employee ID number and PIN.

- ➊ When prompted, select one for PostalEASE.
- ➋ When prompted, enter your employee ID number.
- ➌ When prompted, please enter your USPS PIN.
- ➍ When prompted, press “2” for payroll options.
- ➎ When prompted, press “1” for allotments.
- ➏ When prompted, press “2” to continue.
- ➐ Follow prompts to add a new allotment.
- ➑ Use the worksheet to give the appropriate information to set up an allotment for SPAC.



PostalEASE Allotments/Net to Bank Worksheet

On your next available allotment (you have three):

- Routing Number (nine digits): 121000248
- Financial Institution Name: Wells Fargo (this will appear after you enter the routing number).
- Account Number (this is a 17-digit number that starts with “772255555” and ends with your eight-digit employee ID number):

7 7 2 2 5 5 5 5 5 _____
(Example: 77225555512345678).

- Type of Account (drop-down menu): Checking
- Amount per Pay Period (please use the 0.00 format; the “\$” is already included): _____.



Make Contributing to SPAC a Habit:

OPM Contributions to SPAC (for Retired EAS Employees)

Below are step-by-step instructions for making an allotment to SPAC through your OPM retirement allotment, using either OPM's telephone-based account management system or the online "Services Online" portal.

Please note: The amount you key in will be your *monthly* allotment to SPAC. The start of your allotment will depend on the time of the month it was requested. If you make your request during the first two weeks of the

month, expect the withholding to take place the first of the following month. If the allotment is requested after the first two weeks of the month, the change will take place the second month after the request.

By internet:

To sign up online, go to the OPM website at www.servicesonline.opm.gov, then:

- Enter your CSA number and PIN, and log in.
- Click on "Allotments to Organizations," and then select "Start" to begin a new allotment.
- Click on "Choose an Organization."
- Select "National Association of Postal Supervisors (SPAC)."
- Enter the amount of your monthly contribution and then click "Save."

By telephone:

- Dial **1-888-767-6738**, the toll-free number for the Office of Personnel Management (OPM)'s Interactive Voice Response (IVR) telephone system.
- Have your CSA number and Personal Identification Number (PIN) on hand when you call. You may speak to an OPM customer service representative or you may use the automated system.
- Simply follow the prompts provided in the telephone system.



National Association of Postal Supervisors

Louis M. Atkins Presidential Student Scholarships

Deadline: Dec. 31, 2025

The **Louis M. Atkins Presidential Student Scholarships** are awarded to honor former President Louis Atkins and other former NAPS presidents for their 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 five \$1,000 **Louis M. Atkins Presidential Student Scholarships**. One winner will be randomly selected from each of the NAPS regional areas: Northeast, Eastern, Central, Southern and Western.

Applications must be received no later than Dec. 31, 2025. 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 **Louis M. Atkins Presidential Student Scholarships**.

Scholarship winners will be announced in January 2026. In addition, the scholarship winners will be listed in the March 2026 issue of *The Postal Supervisor*.

Members whose child or grandchild have been awarded a **Louis M. Atkins Presidential Student Scholarship** will receive a check, payable to the college or university listed in the application, in January 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

'Taking Care of Business' the NAPS Way

John Aceves

Former NAPS Secretary/Treasurer

Just like the song, NAPS continues to take care of business with all the changes being thrown in the mix by USPS Headquarters. Recent developments, including implementation of Sectional Sorting Centers (SSCs), Regional Distribution Centers (RDCs) and other consolidations have introduced significant changes. These changes raise several questions regarding staffing, position levels and plant rankings that remain to be fully addressed. The USPS continues to proceed with these adjustments and informing NAPS as required by *Title 39*.

The USPS is sending "Notice of Proposed Non-Disciplinary Reduction in Grade (Position Reclassification)" letters to many EAS positions following directives from Headquarters. NAPS President Ivan D. Butts urges anyone receiving such notices to immediately contact their NAPS representatives. According to *ELM*



55, section 415.23, Position Reclassified to a Lower Grade, employees are reduced to the lower grade as soon as their position is reclassified.

The employee's salary is handled in one of two ways:

- If the employee's salary is within the salary range for the lower grade, the salary is continued and there is no saved salary.
- If the employee's salary exceeds the maximum salary of the lower grade, saved salary is granted for a period not to exceed two

years. At the end of the two-year period, if the salary exceeds the maximum of the new grade, the salary is immediately reduced to the grade maximum.

Given these developments, what is the plan for service work credits (SWCs), work service credits for station manager levels and *Form 150* workload credits associated with postmaster levels? How will USPS Headquarters evaluate how many supervisors go into a zone, manager and postmaster position levels, who and how they will be assigned to

large SSCs and/or RDCs and more?

We have many questions and need more answers. It's our responsibility to maintain our work schedules. If any changes occur that are not an "operational" reason(s) and if you unexpectedly receive a *Form 50*, it means a change has been made by someone or something. We should stay vigilant and manage our responsibilities or others may act before we have a chance to respond.

Your local and state officers, area and regional vice presidents and resident officers can facilitate education and training for members, helping establish a communication network for sharing updates about job changes or management practices at the local level. A grassroots approach in NAPS supports member relations and organizational presence.

Our involvement regarding recent negative USPS legislation ensures our concerns were and continue to be heard on Capitol Hill. "Taking Care of Business" the NAPS way is beneficial to the USPS and our organization.

Hasta luego.

napstheace@msn.com

On Your Best Behavior

Brian J. Wagner

Past NAPS President

As a kid, whether you were going to school, church, a family reunion or out to dinner for a special family occasion, how many times did you hear your parents say, "You better be on your best behavior?" In my case, a monstrous challenge and

more times than I wanted to hear.

As an adult, some still may hear this same behavior warning, but from a spouse or significant other. No matter how it is received and from whom, being reminded on occasion to be on one's best behavior may not be so bad.

As postal employees, especially EAS, did you know the Postal Service

has written policies to remind us how to conduct ourselves at work? Did you know the agency's Standards of Conduct also applies to your behavior outside work? Here's the scoop!

When giving in-person or Zoom training, I provide many examples of how NAPS members can avoid trouble in the workplace, as well as how to behave and conduct themselves. If

you exhibit poor or inappropriate workplace and public behavior, the result could be disciplinary or adverse action and/or criminal charges.

I share statistics regarding NAPS Disciplinary Defense Fund (DDF) cases as reported to the NAPS Executive Board by DDF provider Al Lum. The reports state the various types of adverse action cases our DDF provider has handled for when the USPS has determined, in my words, NAPS members were not on their best behavior. Some of the top adverse action (removal or downgrade) cases are related to performance, attendance, theft, violence, sexual misconduct, financial irregularities and falsification, to name a few.

The best way to avoid workplace trouble, as referenced above, is to make common-sense decisions and follow official postal policies. However, if unsure of a decision you are about to make, review postal policies or seek guidance and/or clarification from your manager or postmaster.

To further help you understand how the USPS determines if you are on your best behavior at work, I encourage you to read and comprehend the USPS's *Employee and Labor Relations Manual (ELM)* section 665, Postal Service Standards of Conduct. More specifically, read sections under 665.1, General Expectations.

ELM 665.11, Loyalty:

"Employees are expected to be loyal to the United States government and uphold the policies and regulations of the Postal Service."

Are you recording all your T-time under section 434.143, Eligible for FLSA-Exempt EAS Additional Pay? Are you keeping your USPS login and password protected by not sharing them with other employees? Are you using your USPS-issued travel credit card for official postal business? If

you fail to uphold a USPS policy or regulation you could be charged with not being loyal to the Postal Service.

ELM 665.12, Performance of Public Duties:

"Employees are expected to serve on juries and to act as witnesses when summoned by official sources."

This one is straightforward and should not be difficult to follow and properly execute. Unless you

ignore the jury summons altogether, you will be the defendant.

ELM 665.13, Discharge of Duties:

"Employees are expected to discharge their assigned duties conscientiously and effectively."

Do you know your assigned duties? If not, get a copy of your job description and seek guidance and training from your manager. Do not avoid, dodge or procrastinate from doing your assigned postal duties. If you fail to properly discharge those duties, the USPS may charge you not only with violating this *ELM* policy, but also violating *ELM* 665.11, Loyalty:

"... uphold the policies and regulations of the Postal Service."

Be aware of *ELM* 665.14, Reporting Violations:

"Allegations of violations of postal laws by postal employees, including mail theft, must be reported immediately to the Office of Inspector General."

Do not ignore reporting if you are aware or are made aware of such alleged violations. Report employee theft and illegal activities, such as gambling or illicit drug use on postal premises; do not condone, participate in or ignore. If it can be determined you were aware of or participated in such allegations and failed to report them, you could be the subject of disciplinary or adverse action and/or criminal charges.

One reference that can be confusing

is 665.15, Obedience to Orders:

"Employees must obey the instructions of their supervisors. If an employee has reason to question the propriety of a supervisor's order, the individual must nevertheless carry out the order and may immediately file a *protest* [emphasis added] in writing to the official in charge of the installation or may appeal through official channels."

If unsure of a given order, seek clarification from the official giving the order. Let them know if the order jeopardizes your or someone else's health and safety or if the order is deemed illegal and cannot be followed. If you cannot prove the order is a violation of any postal policy or law, follow the order and protest afterward per *ELM* 665.15. Notify NAPS, your manager's manager and, if necessary, the OIG Hotline.

By following a questionable order without a protest, you could become the target of disciplinary or criminal charges by other postal leadership or the OIG if your execution of the order was in direct violation of *ELM* 665.11, 665.13 and 665.14.

Just when you think being on your best behavior at work wasn't enough, now comes what some may see as monstrous infringement on their personal life—*ELM* 665.16, Be-



NAPS Store Offers Online Orders

NAPS members now can shop online at the NAPS Store. Instead of using the former hard-copy form, members can browse and pay online. Among the items available are NAPS lapel pins, jewelry, window decals, retirement certificates, watches, business cards, the NAPS retractable membership recruitment banner and more. Go to naps.org and click on "NAPS Store" under the "Members" tab.

havior and Personal Habits:

“Employees are expected to conduct themselves during and outside of working hours in a manner that reflects favorably upon the Postal Service. Although it is not the policy of the Postal Service to interfere with the private lives of employees, it does require that postal employees be honest, reliable, trustworthy, courteous, and of good character and reputation. The Federal Standards of Ethical Conduct referenced in 662.1 also contain regulations governing the off-duty behavior of postal employees. Employees must not engage in criminal, dishonest, notoriously disgraceful, immoral, or other conduct prejudicial to the Postal Service. Conviction for a violation of any criminal statute may be grounds for disciplinary action against an employee, including removal of the employee, in addition to any other penalty imposed pursuant to statute.”

If the USPS determines your personal behavior outside your postal duties is criminal, dishonest, notoriously disgraceful, immoral or of conduct prejudicial to the Postal Service, be ready to call your NAPS representative if issued disciplinary charges. Call an attorney if your behavior is deemed criminal.

Today’s takeaway: Stay focused when properly discharging your postal duties; make good, common-sense decisions. Follow postal policies and seek higher-level guidance when needed. It is not a monstrous undertaking when you do your best with the resources, coaching and mentoring provided or not.

No one can be a better you than you. You make yourself and your parents proud when you are on your best behavior!

I am on my best behavior by providing my ice-cream-flavor-of-the-month recommendation: Baskin Robbins Cookie Monster. Be safe and eat more ice cream.

brian4naps@aol.com

Article XIV of the *NAPS Constitution* requires the secretary/treasurer to “furnish financial reports quarterly and publish same in *The Postal Supervisor*.”

Statement of Financial Position (Balance Sheet)—May 31, 2025

Assets:

Cash and Investments	\$ 7,371,428.27
Dues Withholding Receivable	421,276.45
Prepaid Expenses and Other Assets	165,155.12
Total Current Assets	7,957,859.84
Building and Equipment, Net of Accumulated Depreciation	2,105,474.82
Total Assets	\$ 10,063,334.66

Liabilities and Fund Balances:

Accounts Payable	\$ 413,452.92
Accrued Expenses	253,371.16
Dues to be Remitted to Branches	524,838.31
Total Liabilities	1,191,662.39
Unrestricted and Designated Net Assets	8,871,672.27
Total Liabilities and Net Assets	\$ 10,063,334.66

Statement of Activities (Revenues and Expenses)

(For the period March 1, 2025 through May 31, 2025)

Revenues:

Dues and Assessments	\$ 2,509,729.91
Less: Dues Remitted to Branches	1,233,159.72
Net Dues and Assessment Revenue	1,276,570.19
Legislative Training Seminar Registrations & Sponsorships	199,075.00
<i>The Postal Supervisor</i> Advertising	4,250.00
Royalties	1,859.80
Other Revenues	3,179.81
Total Revenues	1,484,934.80

Expenses:

National Headquarters	592,240.27
Executive Board	257,529.28
Legislative Training Seminar	340,099.10
Training and Education	45,784.94
Legislative Expenses	14,527.29
Legislative Counsel	1,275.00
Legal/Fact Finding/Pay Consultation	209,868.24
Disciplinary Defense	111,423.50
Membership	36,475.00
<i>The Postal Supervisor</i>	136,555.68
Total Expenses	1,745,778.30
Net Expenses in Excess of Revenues From Operations	(260,843.50)
NAPS Property, Inc. (Net Loss) Before Depreciation & Amortization	\$ (91,634.69)
Less Depreciation & Amortization	(20,255.81)
NAPS Property, Inc. (Net Loss)	(111,890.50)
Investments Net Income	44,049.03
Total Expenses in Excess of Revenues	\$ (328,684.97)

Substantially all disclosures required by GAAP are omitted.

The financial statements do not include statements of functional expenses nor cash flows.

The financial statements do not include the financial position and operations of the SPAC.

No assurance is provided on these financial statements.



Prioritizing Mental Health During Suicide Prevention Awareness Month

Submitted by the USPS Employee Assistance Program

September is recognized nationally as Suicide Prevention Awareness Month—a time to spotlight a critical and often silent crisis that affects individuals across all backgrounds, including those in the Postal Service workforce. For postal supervisors, this month offers an important opportunity to reflect on the vital role they play in identifying signs of distress, supporting employee mental well-being and cultivating a work environment that values compassion and open communication.

Recognizing the Signs

As front-line leaders, supervisors often are the first to notice when something may be off with a team member. A once-punctual and reliable employee may begin missing shifts or arriving late. A typically cheerful or outgoing colleague might grow quiet, withdrawn or disengaged. Sudden changes in mood, behavior or performance can be indicators that someone is not

just struggling with work but may be dealing with significant emotional or mental health challenges.

While supervisors are not expected to diagnose or resolve these issues, their ability to observe, listen and respond with empathy can make a meaningful difference. A simple check-in or an offer to connect an employee with resources can be a

powerful first step toward healing or intervention.

Building a Supportive Culture

Creating a workplace that supports mental health begins with intentional communication and compassion. Supervisors can help break the stigma surrounding mental health by speaking openly about it, checking in regularly with team members and demonstrating genuine concern for their well-being.

One of the most valuable tools available to supervisors and employees alike is the Employee Assistance Program (EAP). This resource provides free services, including counseling, stress management and crisis intervention—all designed to help employees navigate personal or professional challenges.

Don't Forget Yourself

It's also important to remember that supervisors themselves are not immune to stress or mental health con-

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Interview with a TSP Millionaire

By Aaron Oya

According to the Federal Retirement Thrift Investment Board (FRTIB), as of June 30, 2025, there were 171,000 Thrift Savings Plan (TSP) participants with balances of \$1 million or more. We sat down with a fellow NAPS member, who now is in the top 2.3% of all TSP investors—a remarkable achievement built over nearly three decades of disciplined investing.

This newly minted TSP millionaire shared how she did it, her strategies and what advice she has for others to follow in her footsteps.

This member's investment achievement was 29 years in the making. Her journey began before 2000 when IRS contribution limits capped investments at just 10%.

As those limits gradually increased through 2005, our interviewee responded by increasing her contributions. When the percentage limitations were lifted in 2006, she shifted to contributing the maximum dollar amount rather than a percentage whenever financially possible.

"I can't remember the exact year I made the switch," she shared, "but as I became more educated and could afford it, I started contributing the maximum by dollar amount."

Catch-Up Contributions and Front-Loading Strategy

Turning 50 brought the opportunity for *catch-up contributions*, which she embraced fully. But one of her

strategies was *front-loading contributions* early in the year.

"I front-load my contributions at the beginning of the year—buying on sale—especially when I receive my increase or lump sum payout," she said. This approach allowed her to maximize investment potential early, taking advantage of market dips and compounding growth.

Aggressive, Focused Investing

Unlike many TSP millionaires who diversify across all funds, this investor kept it simple—and aggressive. "I invested only in the *C and S funds*," she offered. "I was comfortable with taking risk."

She stayed the course, but with a sharper edge, focusing on stock funds and maintaining a long-term view.

Active Involvement and Mentorship

This wasn't a passive journey. This member is very involved in her TSP management—regularly studying share prices, reviewing return rates and occasionally adjusting investment mix, all while ensuring maximum matching contributions.

"I had a mentor, coach and buddy the past 8 to 10 years," she told me. "We learned from each other, had great dialogue and even some friendly competition."

Her advice? Surround yourself with people who challenge and educate you.

Looking Ahead

Now that she's reached millionaire status, her goal is even bigger: "I'm striving to continue my investments to retirement."

And she believes more USPS employees can join the millionaire club. "Easily! We have more people talking about TSP, learning about it and hearing stories like mine. Yes, it happened to me—and it could happen to you."

Advice to the Next Generation

If she could speak to her younger self, the message is clear: "Contribute 100% Roth aggressively from day one. If it's financially difficult, work more overtime and/or rebalance your budget. You'll thank me when you retire with a multimillion-dollar, tax-free TSP."

This interview is part of a potential series spotlighting USPS employees who've reached major TSP milestones. If you know someone with a story worth sharing—or if you're on your own journey to seven figures—reach out. The next TSP millionaire could be reading this right now.

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Notes

from the National Auxiliary

What Makes the NAPS Auxiliary Special?

Mary Caruso

MINK Area Vice President

Is it the other members, their leadership and the work that we do? I never gave it much thought until I attended the MINK Area training in Springfield, MO, this past May.

A person belongs to an organization, attends meetings, helps at conferences and does whatever is needed. With the NAPS Auxiliary, this includes fundraising for SPAC, 50/50 drawings at area and regional training seminars and any other special raffles.

At the MINK Area training semi-

nar, I helped with the SPAC and 50/50 raffles. I always help out, so it was no big deal. At the end of the seminar, NAPS members acknowledged the Auxiliary and myself with a standing ovation for a “job well-done!” This was unexpected, but very heart-warming.



To me, the Auxiliary is *special* because we always can be counted on to do whatever NAPS asks of us. The Auxiliary works together and always gets it done. And it is appreciated.

The confidence NAPS has in the Auxiliary makes me proud to belong to this organization.

carusorj@aol.com

Prioritizing Mental Health During Suicide Prevention Awareness Month

Continued from page 37

cerns. Balancing leadership duties with personal responsibilities can be overwhelming. That's why supervisors are encouraged to prioritize their own well-being by using the EAP or other support systems when needed.

Taking care of your mental health not only is vital for your own resilience—it also sets an example for others to follow. Key reminders for Suicide Prevention Awareness Month:

- Normalize conversations about mental health in the workplace.
- Pay attention to behavioral changes in team members.
- Encourage use of support services like the EAP—it could save a life.

- Foster a culture of empathy and trust to strengthen teams and ensure a safer work environment.

- Remember: Help is available—for employees and supervisors.

If someone is in immediate crisis, confidential support is available 24/7 through the Suicide & Crisis Lifeline by dialing 988.

Supervisors are not just managers of operations; they are leaders of people. Through awareness, empathy and timely action, postal supervisors can help create a culture where mental health is taken seriously—and where every employee knows they are valued and not alone.

For additional guidance and support, reach out to the EAP: 800-327-4968 (800-EAP-4YOU); TTY: 877-492-7341; EAP4YOU.com.

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