

CONVENTION WORKSHOP SCHEDULE

NALC officers and staff, along with outside experts, will present more than 40 workshops over the convention week. The grid on page 30 offers attendees an easy way to see which classes are available when. Full descriptions of the workshops follow on the next several pages.

Classes are offered on Monday through Thursday before the convention is called to order each day and after the day's business is done. Seating is on a first-come, first-served basis, and the rooms have been known to get crowded. Convention delegates are encouraged to arrive early.

Monday, morning

City Delivery

Director of City Delivery Christopher Jackson and his staff will provide updates and information on numerous city delivery topics, including Informed Facility-TV monitors, wire cages, W2USPS/Orientation, MDD scanners, USPS pilot testing, Geotab Telematics technology in postal vehicles, COTS vehicles, electronic key and Arrow Key accountability.

Emergency Response Team (ERT)/ Employee Assistance Program (EAP)

Director of Safety and Health Manuel L. Peralta will address Employee Assistance Program services and suicide. The NALC Headquarters Emergency Response Team leadership will provide an overview of this new program, which began in March 2024.

Contract Administration Unit (CAU)

Executive Vice President Paul Barner and Vice President James Henry will lead this class. CAU will report on relevant national-level settlements and arbitration awards since the last convention. A review of issues currently being discussed at the Interpretive Step as well as an update on the Dispute Resolution Process. Much of the class will focus on trainings offered and how to access and use the various resources NALC has created to assist grievance handlers. A

Q&A period will follow, giving delegates the opportunity to seek clarification on issues and to provide comments and feedback to the CAU.

Branch Trustee Training

Under the *NALC Constitution*, branch trustees are required to examine and report the condition of the branch finances at least once every six months, but trustees may lack a clear understanding of all the intricacies their duties entail. NALC Board of Trustees Chair Larry Brown and Trustees Sandy Laemmel and Charlie Heege will kick off this workshop conducted by Dave Dorsey, partner at accounting firm WithumSmith+Brown, that provides trustees with information and a variety of tools they need to keep their branches on the right track. Among the topics covered will be getting ready for an audit; receipts and disbursements; Labor Management Reporting and Disclosure Act requirements; and overall union finances. There will be an opportunity to have individual questions and concerns answered after the workshop.

Mutual Benefit Association (MBA)

Director of Life Insurance Jim Yates and the staff of the Mutual Benefit Association (MBA) will present a workshop discussing the various insurance and retirement products offered by the MBA. This workshop will cover MBA's Individual Disability Income, Hospital Plus, Retirement Savings Plan, and several Whole and Term Life options. NALC's Group Accidental Death benefit will also be covered along with options available for branches to purchase additional Group Accidental Death or Term Life insurance for their active members.

Finding Your Union Voice

Learn helpful tips to assist you in effectively communicating with your members. This workshop discusses the importance of proper tone, provides tips on finding your union writing voice, and walks through writing processes to help you write clear and meaningful content for the membership in your branch.

Monday afternoon

Following a Grievance from Start to Finish: Part 1

This four-day class will cover all aspects of the grievance procedure from the investigation of an incident to the arbitration of a grievance. The classes will be offered Monday through Thursday and are open to all stewards, new or experienced, as well as anyone interested in learning more about the grievance procedure and what a steward does. As the class progresses through the week, stewards will learn about the various aspects of handling grievances from investigating, preparing and presenting grievances at Informal Step A, Formal Step A and Step B of the grievance procedure, as well as what happens when a case goes to arbitration. Although not required, it is recommended that delegates attending this series of workshops be present each day to experience the entire process.

To make the theoretical practical, the class will follow a specific case as it proceeds through the grievance procedure to arbitration. The regional grievance assistants, along with other experienced NALC representatives, will present a series of scenes depicting the various stages of the grievance.

Monday's class will focus on the basics of the grievance procedure and steward rights. As these are discussed, students will observe the incident that gave rise to this grievance and steps the steward takes to investigate, process and present this grievance.

Managing Branch Finances: A Study in Basic Operations

This workshop taught by Dave Dorsey, partner at accounting firm WithumSmith+Brown, will focus on the proper division of responsibility within a branch for financial matters and will discuss the authorizations and protocols that should be used by branch officers as they discharge their responsibilities under the *NALC Constitution* and the Labor Management Reporting and Disclosure Act of 1959. Topics covered will include the authorization to spend branch funds; the proper process for the receipt and

disbursement of branch money; the role and responsibility of each branch officer; reporting to the membership and regulatory agencies; establishing checks and balances; avoiding conflicts of interest; and understanding the role of the branch trustees. There will be an opportunity to have individual questions and concerns answered after the workshop.

Next Generation Delivery Vehicle (NGDV)

This session will cover the history of NALC's involvement in the development of the Next Generation Delivery Vehicle (NGDV) since Oshkosh Defense was selected to design and build the vehicle. An explanation of the various tests the NGDV was subjected to prior to production will also be explained during the session. During this workshop, delegates will hear from the NALC members who reviewed the initial design of the NGDV and gave their feedback based on their experiences as letter carriers. Delegates will also hear about the changes made to the initial design of the NGDV based on this feedback. In conjunction with this workshop, a prototype NGDV will be on display during the length of the convention, allowing members the opportunity to see the final configuration of the vehicle.

NALC Bargaining History and Strategies

Former NALC Chief of Staff Jim Sauber will present a workshop developed for the NALC Leadership Academy on the history of collective bargaining with the Postal Service since the Postal Reorganization Act of 1970. The workshop covers 15 rounds of contract negotiations between 1971 and 2020, focusing on how the terms and conditions of NALC's National Agreement developed over time and how NALC adapted its strategies to changing conditions as it negotiated and arbitrated contracts with the U.S. Postal Service.

Introduction to Diversity, Equity and Inclusion

A diverse and inclusive NALC strengthens our efforts to represent our members and builds solidarity. Sensitivity to multicultural interests in all aspects of our work will help increase participation

by all letter carriers. Attendees will gain new perspectives and practical tools to building diversity, equity and inclusion (DEI) into our union at all levels.

Legislative and Political Update

NALC continues to engage and educate legislators and the administration on issues important to letter carriers. Learn about our legislative agenda in the remainder of the 118th Congress and beyond and get an update on the political landscape and upcoming elections.

Tuesday morning

NALC Health Benefit Plan and Postal Service Health Benefits

Join NALC Health Benefit Plan Director Stephanie Stewart, Plan staff and special guests from Health Equity as we provide updates regarding the Postal Service Health Benefits (PSHB) program. This workshop will focus on behind the scenes preparations your health plan has engaged in with the Office of Personnel Management to ensure a seamless transition for the PSHB. Workshop presenters will also highlight benefits that can be used by branch leaders to promote the NALC Health Benefit Plan during this historic event. Following the presentation, a question-and-answer session will be offered to all attendees.

Estate and Trust Planning

Director of Life Insurance Jim Yates will host a workshop with a concentration on estates and trusts. This educational workshop will provide details on estate and trust planning, including the necessary documentation you will need. The purpose is to give a better understanding of these legal options and aid letter carriers and their families in planning for their future. A better understanding of estates and trusts can shift a family's decision-making from a time when emotions are high to the present, when more rational decisions can be made.

New Employee Experience Retention and Mentoring Program

In March 2021, a subcommittee of the joint NALC-USPS City Delivery and Workplace

Improvement Task Force began creating and implementing two pilot programs designed to improve the onboarding experience, provide a mentoring program, and increase retention rates for new letter carriers. Since then, NALC and the Postal Service have launched the two joint pilot programs in almost 900 offices throughout the country. The New Employee Experience and Retention Program modifies how new letter carriers are utilized, mainly in the beginning stages of their USPS careers, and provides them with the necessary resources and equipment to transition into their new job. The New Employee Mentoring Program provides newly hired city letter carriers the opportunity to have mentoring relationships with experienced city carriers. This workshop, presented by the subcommittee members from NALC Headquarters, will provide participants with a detailed explanation of how each program works, where the pilots are currently deployed, potential expansion plans for the future, and the positive results of the two programs so far.

Safety and Health— A Briefing on our Issues

Director of Safety and Health Manuel L. Peralta will provide a briefing on NALC's activity on relevant issues affecting our craft.

Effective Branch Communications

Branch communications, both digital and print, can be a formidable force for informing and activating NALC members. This workshop will provide tips for producing first-class, direct-to-the-member communications. Ways of improving branch websites or Facebook groups, sharpening the focus and effectiveness of newsletters, and improving branch-wide communications strategies will be discussed. NALC's Branch Publications Competition winners will be announced at this workshop.

NALC Community Services and Member Support

NALC has a long tradition of giving back to the communities we serve through charitable initiatives. The dedication of our members to those communities

extends far beyond simply delivering the mail. This workshop will include a presentation from the NALC's primary charity—the Muscular Dystrophy Association (MDA). NALC has partnered with MDA since 1952 in its fight to find cures for neuromuscular diseases. The focus will be on providing insight into ways to increase fundraising for that worthy charity. The workshop will also include presentations on the NALC Disaster Relief Foundation, created in 2018 to provide relief to members of NALC who have been negatively affected by natural disasters, as well as programs through the AFL-CIO-founded Union Plus partnership that offer benefits to NALC members.

Tuesday afternoon

Following a Grievance from Start to Finish: Part 2

On Tuesday, the class will cover how to thoroughly investigate a grievance and how to prepare and present a grievance at Informal Step A.

Mail Counts and Route Inspections Under Chapter 2 of the M-39

This workshop provides delegates an overview of management's unilateral Chapter 2, *Handbook M-39*, Management of Delivery Services, process of inspecting and adjusting city letter carrier routes. It will cover the basics for both office and street duties performed by letter carriers and provide a basic knowledge of the forms used in the inspection and adjustment process. The workshop will explain management's responsibilities and examiner's duties when Chapter 2 mail counts and inspections are performed. Grievance handlers will hear about what violations to be on the lookout for before, during and after the mail count and adjustment.

Next Generation Delivery Vehicle (NGDV) (repeat)

Encounters with OWCP: Claim Basics

When letter carriers sustain on-the-job injuries, both navigating the procedures of the Office of Workers' Compensation Programs (OWCP) and dealing with USPS

management and its occupational health specialists can be a daunting process. In this workshop, the NALC regional workers' compensation assistants will examine various scenarios commonly encountered by injured letter carriers—from filing claims and getting them accepted, to receiving COP, wage-loss compensation and schedule awards—and discuss strategies to ease their OWCP journey.

Fraud Prevention and Detection

The Labor Management Reporting and Disclosure Act of 1959 requires officers to design and establish financial controls to protect branch assets from theft and misappropriation. This workshop will explore the motivations for stealing, what to look for, and best practices for protecting your member's money. Dave Dorsey, partner at accounting firm WithumSmith+Brown, will also discuss how branches become victims of fraud and steps officers can take to both detect fraud if it is occurring and also to prevent fraud in the first place.

The Changing Mail Industry and USPS Delivering For America Plan

The Postal Service is undertaking a major transformation of its network with the implementation of its new RPCD and S&DC system, a major element of the agency's 10-year strategic plan, the Delivering for America plan. This workshop, held by Director of Research Holly Feldman-Wiencek and former Chief of Staff Jim Sauber, will explore the theory behind the plan: the Postal Service's attempt to reverse years of deferred investment and to respond to a changing economy, consumer expectations, and mail volumes to bring parcel volume into the USPS network. The workshop will also look at the successes—and failures—of the plan's progress three years in.

Wednesday morning

City Delivery (repeat)

What You Need to Know About Sorting and Delivery Centers

This workshop will provide an overview of USPS's implementation of Sorting and

Delivery Centers (S&DCs) and what NALC members need to know if they are involved in an S&DC. During the workshop, we will explain the various methods of movement and related contractual provisions for city carrier assignments into an S&DC and what happens with local memorandums of understanding (LMOUs) and representation when multiple NALC branches are involved. Additionally, the workshop will describe USPS facility renovations, potential safety concerns, route adjustments, and other topics related to the implementation of S&DCs.

Risk Management and Innovations

This workshop, taught by Executive Vice President Paul Barner and Secretary-Treasurer Nicole Rhine, will offer an analysis of risk management considerations and provide an overview of technological innovations incorporated in the Members Only portal on the NALC website. The risk management segment will include information to assist in identifying, analyzing and mitigating possible liability exposures that branches may incur beyond what required bonding insurance covers. The technology innovations segment will review all automated membership resources available to certain branch officers through the Members Only portal, including an overview of the new billing dashboard.

FMLA 2024: Insights and Guidance for Letter Carriers and Local Leaders

In this workshop, Regional Workers' Compensation Assistant Coby Jones will provide an overview of the Family and Medical Leave Act (FMLA), its history, and recent developments. He will also cover the nuts and bolts of how FMLA works and provide guidance for local leaders to assist their members with FMLA issues.

Amazon Delivery—Domestic and International Labor Practices

Amazon is the world's largest e-commerce company and the second largest U.S. employer. It is both the Postal Service's largest customer and one of its stiffest competitors in the delivery business, having developed its own logistics network and delivery workforce in the last 10 years. This workshop, held

by Director of Research Holly Feldman-Wiencek, will detail Amazon's expansion into the delivery industry, how this expansion threatens the financial stability of USPS and the quality of letter carrier jobs, and what the labor movement is doing about it. The workshop will also feature an international perspective from Marcio Monzane, regional secretary of UNI Americas, part of UNI Global Union, NALC's international federation, about how unions worldwide must work together on strategies to overcome Amazon and other multinational delivery company's anti-union and anti-competitive practices with the long-term goal of helping those workers unionize and secure collective-bargaining rights, raising the wages and working conditions for all workers in those industries.

Women's Mentorship Roundtable Discussion

Women make up 40 percent of NALC membership, a number that will continue to rise. Join NALC leaders for a roundtable to discuss how we can support women to strengthen NALC.

Wednesday afternoon

Following a Grievance from Start to Finish: Part 3

Wednesday's class will include how to prepare and present a case at Formal Step A as well as make the appeal to Step B. As these topics are covered, the case will move through the Formal Step A and Step B meetings and ultimately be appealed by the national business agent to arbitration.

Mail Counts and Route Inspections Under Chapter 2 of the M-39 (repeat)

OWCP: Making OWCP User/Claimant Friendly

Since the last convention, OWCP has not only implemented many changes that streamline the adjudication process, but it has also created new programs that have gone a long way toward fixing many of the issues involved in claim maintenance in accepted cases. The new

Escalations Program, for example, has created an expedited process to resolve issues involving wage-loss compensation, authorization for medical procedures and medications, medical billing problems, claim expansion to include new diagnoses, issues involving federal health and life insurance, and dealing with overpayments. Antonio Rios, the director of OWCP's federal workers' compensation program, and his staff who spearheaded these changes, will teach this workshop outlining the many recent changes and describing in detail how the new programs and procedures work.

Understanding the LM-3

This workshop will help participants understand and complete the Form LM-3. Dave Dorsey, partner at accounting firm WithumSmith+Brown, will review the form with participants to determine what information the Department of Labor is really asking for and what details must be included with those answers. Among the areas to be covered are the proper way to complete Item 24, listing all officers and disbursements to officers, and where to report the different kinds of receipts and disbursements. A completed LM-3 for a hypothetical branch will be covered to help branch leaders in preparing and reviewing their own branch LM-3 filing. There will be an opportunity to have individual questions and concerns answered after the workshop.

Strategic Planning for New Branch Leaders

Are you a new branch leader? Does "winging it" or "flying by the seat of my pants" feel like it happens too much for your liking with branch projects and responsibilities? Are you looking for best practices and tips to make your branch more successful, better organized, and more effective? If you answered "yes" to any of these questions, then Strategic Planning for New Union Leaders is the class for you. Gaining knowledge on what to plan for and the resources available can make your life as a union leader less stressful and your branch more dynamic. This class will help you understand that advanced planning for your branch's future is the key to success. Get guidance

from fellow leaders with experience in developing a "we"—not "me"—attitude. This workshop will prepare you to navigate the ins and outs of your local branch leadership, educate you on available resources, and help you create a plan that will benefit you and your membership no matter the size of your branch.

'The Revolt of the Good Guys'

This workshop features a screening of the NALC's award-winning documentary on the Great Postal Strike of 1970, first shown at the 2022 Chicago convention to celebrate the strike's 50th anniversary. The film's producers, Jim Sauber and Ann Sutherland, will show the video and host a brief discussion of the strike's enormous legacy for America's city letter carriers, past and present.

Thursday morning

Dignity and Respect in the Workplace

In this workshop, we will review the *Shop Steward's Guide to Preserving the Right of Letter Carriers to be treated with Dignity and Respect*.

Retirement Plus—Know Your Benefits

A healthy retirement involves multiple benefits all with complex rules and multiple considerations. Navigating the Federal Employees Retirement System (FERS), the Federal Employees Health Benefits (FEHB)/Postal Service Health Benefits (PSHB), Federal Employees Group Life Insurance (FEGLI), and the Thrift Savings Plan (TSP) takes knowledge and patience. The Retirement Plus—Know Your Benefits class, presented by Director of Retired members Dan Toth, will show you the road map to these benefits and help you make informed decisions whether you are a new hire or ready to hand in your retirement application and hit the door.

Contract Administration Unit (CAU) (repeat)

The Letter Carrier Political Fund—Successful Branch Practices

This class will take a look at the importance of the Letter Carrier Political Fund

on a national basis, and at the local level. It includes a discussion with successful branch leaders on what has worked well and what hasn't worked when they talk about LCPF to give attendees ideas what may work to improve their LCPF numbers in their branches and state associations. The legislative and political organizers will add to the discussion with the larger picture of what they see that has worked well at events and what hasn't.

Research and Resources for Stewards

Throughout the years, NALC Headquarters has created many resources to assist contract enforcers with their duties representing our members on the workroom floor. This workshop will focus on the numerous manuals, guides, publications and systems designed to help assist stewards in their day-to-day role of defending the National Agreement. The class will cover the various resources available, how to access those resources, how to utilize them to learn about specific issues, and how to research ideas to defend a letter carrier's rights on a certain topic.

NALC Constitution and Bylaws/ Records Management

This workshop will be taught by Secretary-Treasurer Nicole Rhine and Assistant Secretary-Treasurer Mack Julion. The constitution and bylaws segment will provide a general overview of the *NALC Constitution*, discussion on the process for amending bylaws from the origination of a proposed change to the review by the Committee of Laws, including how to upload proposed amendments through the Members Only portal, and will also cover common problems the Committee of Laws finds when reviewing submissions. The records management segment will provide an overview of how long certain records must be maintained and will also cover what the Department of Labor expects when considering converting from paper to electronic record keeping.

Thursday afternoon

Following a Grievance from Start to Finish: Part 4

On Thursday, the class will be devoted

solely to the presentation of a live mock arbitration of the case. Students will observe the union and management advocates present opening statements to the arbitrator, direct and cross-examine witnesses, and offer closing arguments as they use the evidence and arguments that were developed in the case. At the conclusion of the hearing, the arbitrator will render a decision on the case. The arbitrator will explain how the evidence was developed during the processing of the case and how testimony presented at the hearing affected the result.

What You Need to Know About Sorting and Delivery Centers (repeat)

Training Opportunities for NALC Representatives

This workshop will cover the upcoming changes members will see regarding training opportunities for NALC Representatives. One part of the session will cover the steps being taken to create an online learning platform to allow NALC to deliver training to members. The workshop will explain the process being used to convert the current in-person training offered by NALC at the national level to e-learning classes members can access on their time. The delegates will learn how NALC members will be able to access the online classes once they become available. The second part of the workshop will cover the ongoing project to create a standardized Shop Steward Training program. This program, which will be available in both in-person and online formats, is a comprehensive course designed to give new and experienced NALC representatives a complete understanding of the grievance-arbitration procedure and the National Agreement. During the session, delegates will get a preview of one learning module which has already been developed pertaining to the Informal Step A.

Building Retirement Security with the Thrift Savings Plan (TSP)

A representative from the Federal Retirement Thrift Investment Board (FRTIB), the agency that manages the Thrift Savings Plan (TSP), will offer a workshop on the

latest developments with the retirement savings program for federal and postal employees. In addition to reviewing the TSP's tools available for planning and saving for retirement, the workshop will provide an update on TSP operations, describe the TSP's mutual fund window, and answer questions of TSP participants.

Communicating Our Message

This workshop will focus on how to deliver our message via the news media so that we can inform the public and politicians/policymakers about postal issues and the best policies moving forward. Getting the facts out and dispelling the myths is key to our future. NALC Director of Communications and Media Relations Philip Dine will cover various aspects of communications, including speaking to reporters for news stories and making our own voices heard through letters to the editor or commentary pieces. The topics will range from broad media strategy to practical tips on dealing with journalists.

The Effective Use of Social Media

Understanding how to effectively utilize this technology to engage NALC members is an increasingly essential tool for building and strengthening our union. Additionally, it offers a way of spreading the word to the wider public about issues that affect letter carriers. As an online-based form of communication, social media provides opportunities to reach, educate and mobilize online audiences rapidly through a variety of audio and visual formats not available through traditional print communications. This workshop will provide an overview of the knowledge and skills needed to use social media to its fullest potential in a way that provides clear, accurate information and raises awareness about important issues relevant to NALC members. Among the topics covered will be NALC's social media program, the benefits of social media, characteristics of strong social media posts, "Dos and Don'ts" of social media, and more. Whether you are an experienced social media user or someone who is just getting online, this workshop will help you better understand and use this exciting and ever-evolving method of communication.

MONDAY (8/5)	TUESDAY (8/6)	WEDNESDAY (8/7)	THURSDAY (8/8)
MORNING	MORNING	MORNING	MORNING
City Delivery <i>This class repeats on Wednesday.</i> Emergency Response Team (ERT)/Employee Assistance Program (EAP) Contract Administration Unit (CAU) <i>This class repeats on Thursday.</i> Branch Trustee Training Mutual Benefit Association (MBA) Finding Your Union Voice	NALC Health Benefit Plan and Postal Service Health Benefits Estate and Trust Planning New Employee Experience Retention and Mentoring Program Safety and Health—A Briefing on our Issues Effective Branch Communications NALC Community Services and Member Support	City Delivery <i>Same as Monday.</i> What You Need to Know About Sorting and Delivery Centers <i>This class repeats on Thursday.</i> Risk Management and Innovations FMLA 2024: Insights and Guidance for Letter Carriers and Local Leaders Amazon Delivery—Domestic & International Labor Practices Women’s Mentorship Roundtable Discussion	Dignity and Respect in the Workplace Retirement Plus—Know Your Benefits Contract Administration Unit (CAU) <i>Same as Monday.</i> The Letter Carrier Political Fund—Successful Branch Practices Research and Resources for Stewards NALC Constitution and Bylaws/Records Management
AFTERNOON	AFTERNOON	AFTERNOON	AFTERNOON
Following a Grievance from Start to Finish: Part 1 Managing Branch Finances: A Study in Basic Operations Next Generation Delivery Vehicle (NGDV) <i>This class repeats on Tuesday.</i> NALC Bargaining History and Strategies Introduction to Diversity, Equity and Inclusion Legislative and Political Update	Following a Grievance from Start to Finish: Part 2 Mail Counts and Route Inspections Under Chapter 2 of the M-39 <i>This class repeats on Wednesday.</i> Next Generation Delivery Vehicle (NGDV) <i>Same as Monday.</i> Encounters with OWCP: Claim Basics Fraud Prevention and Detection The Changing Mail Industry and USPS Delivering For America Plan	Following a Grievance from Start to Finish: Part 3 Mail Counts and Route Inspections Under Chapter 2 of the M-39 <i>Same as Tuesday.</i> OWCP: Making OWCP User/Claimant Friendly Understanding the LM-3 Strategic Planning for New Branch Leaders ‘The Revolt of the Good Guys’	Following a Grievance from Start to Finish: Part 4 What You Need to Know About Sorting and Delivery Centers <i>Same as Wednesday.</i> Training Opportunities for NALC Representatives Building Retirement Security with the Thrift Savings Plan (TSP) Communicating Our Message The Effective Use of Social Media

NALC STANDING COMMITTEES MEMBERS

Uniforms Committee
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 Lisa Schleich, Br. 913
 Greg Klopfer, Br. 562
 Marc Adams, Br. 1112
 Yesenia Robles, Br. 1100

Retirement Committee
 Mike Sheridan, Br. 4374
 Doug Gulley, Br. 78
 John Walsh, Br. 29
 Jo Ann Pyle, Br. 79
 Mary Halford, Br. 1902

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 Matthew Rose, Br. 1071
 Fredric Rolando, Br. 2148
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Scholarship Committee
 Larry Kania, Br. 3
 Carly Hook, Br. 1427
 Kimetra Lewis, Br. 132

Public Relations Committee
 Matt Leger, Br. 51
 Karen Evans, Br. 60
 Carolyn Zorn, Br. 2200
 Eric Jackson, Br. 725
 Cory Carter, Br. 205

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