



## **NATIONAL COUNCIL OF SOCIAL SECURITY MANAGEMENT ASSOCIATIONS**

### **2018 – 2019 PRESIDENT'S REPORT**

As President of the National Council of Social Security Management Associations (NCSSMA) it has been an honor to serve the over 3,000 members across all 10 regional associations. Our agency and NCSSMA experienced many challenges this past year and I am pleased with the work we have done to serve our members, the agency and the American public. NCSSMA is a strong and respected organization within the agency, on Capitol Hill and with our coalition partners. We have addressed many issues this year and worked hard with agency leaders, Members of Congress and their staff, and our partner organizations.

My objectives as NCSSMA President over the past year focused on:

- Succession Management for our association and encouraging managers to get involved by volunteering for a committee, being involved with their regional association, and contributing to one of the many projects we are involved with;
- Building positive and productive relationships with agency executives;
- Networking, building and strengthening relationships, with the guidance and support of NCSSMA's Washington Representative, with key Members of Congress and other agencies and organizations including the Office of Management and Budget (OMB), Office of Personnel Management (OPM) and the Social Security Advisory Board (SSAB);
- Working with our coalition partners to advance or, if necessary, oppose initiatives that affect all government employees;
- Continuing to pursue pre-decisional involvement in those areas affecting the field office and teleservice center;
- Ensuring that the objectives set by the delegations at the annual meeting through our resolutions are carried out to the fullest extent possible by the NCSSMA committees;
- Keeping communication open and flowing from the National Council through the ten regional associations and their members; and
- Streamlining, redefining, and involving NCSSMA's standing committees in all aspects of the National Council's work.

I have made every effort to pursue and accomplish these objectives as president. Regardless of the NCSSMA administration voted into office for the 2019 – 2020 year, these initiatives will continue to be at the forefront. This year, NCSSMA worked on 26 resolutions and a multitude of projects and assignments from both the agency and Members of Congress. Many of these initiatives came from our members and the feedback provided through regional presidents, committees, Executive Committee meetings and regional annual meetings. The NCSSMA Executive Committee and standing committees worked hard this year to show the agency that our organization contributes to the Social Security Administration (SSA) in a collaborative manner and that the input from our members is invaluable to the success and mission of the agency. Transparency and communication with our membership is strong and we continue to advocate for those things that are important to our members including: maintaining our community-based service, systems

enhancements and pre-release testing, pre-decisional involvement on term contract and telework negotiations and providing feedback on policy changes. Our relationship with agency leaders and legislative representatives is effective. NCSSMA is viewed as a strong advocate for agency resources.

## **BUILDING RELATIONSHIPS WITH AGENCY LEADERS AND PRE-DECISIONAL INVOLVEMENT**

### **IT MODERNIZATION**

One of the agency's biggest challenges is its systems. The NCSSMA Technology and Innovation Committee, led by David Lescarini, DeAndre' Chilton and Gregory Holmes, worked closely with Operations, the Office of Electronic Services and Technology (OEST) and Systems to convey members' concerns about systems performance and work toward solutions. This collaborative relationship helped find quicker resolution to issues experienced in the field and teleservice center.

NCSSMA advocated for funding on Capitol Hill and front-line employee involvement at all stages of development. Through our efforts and those of the agency, SSA received \$280 million in FY 2018 and \$45 million in FY 2019 specifically directed toward modernizing SSA's systems. In addition, a commitment was made to invest \$691 million over five years to improve SSA's systems and infrastructure.

NCSSMA has strongly advocated for much needed IT improvements for many years, both with SSA and Members of Congress. We continue to have discussions with the Deputy Commissioner for Operations and Systems. In March and July 2019, NCSSMA received an extensive briefing from Associate Commissioner Sean Brune on the status of the IT Modernization plan. We are starting to see benefits from the initial round of detailees from field offices approaching their first full year and other components participating in the agile development process. This will continue to be a focus for NCSSMA in the years to come.

### **TELESERVICE CENTERS**

Our Teleservice Center Committee has addressed concerns raised by members in our teleservice centers. Valerie Fabre-Williams chairs this committee and has done an excellent job of representing our 196 teleservice center members nationwide. Most notable is the work accomplished with the Office of Customer Service (OCS) on such topics as, SPIKE assistance, Click-to-Chat, VERINT, Speech Analytics and expanding the role of the Lead Customer Service Representative (LCSR).

### **TELEWORK**

NCSSMA and its members have maintained that managers must have the authority and flexibility to manage and meet the individual demands of their offices. NCSSMA has strongly advocated both with SSA, Members of Congress, and the Social Security Advisory Board that SSA take a measured approach and involve managers in any decision to move forward with telework in field offices and the teleservice centers. NCSSMA has written position papers, met, and talked with agency leaders throughout the year to convey this message. In addition, NCSSMA appointed Justin Groshon, New England Social Security Management Association President to represent the council on a workgroup established to create training for managing telework. NCSSMA will continue to voice our position as the new contract is ratified and implemented.

## **ANOMALOUS CLAIMS**

NCSSMA has been at the forefront of providing the agency with as much information from our members as possible on the impact of anomalous claims in field offices and teleservice centers. We worked with DCO and OPSOS to provide feedback and suggestions for improving the agency's online filing system in order to avoid these fraudulent claims, and the false-positives created. NCSSMA has suggested multiple solutions to shore up the online filing process including additional authentication and placing iClaims behind *mySocialSecurity*. The agency placed additional authentication in front of iClaims. In addition, we made suggestions for streamlining cases and keeping them in the Workload Support Units for processing; thereby, reducing the number of claims sent to the field.

## **TRAINING**

NCSSMA's Training and Succession Management Committee, led by Justin Groshon, has worked closely with the Office of Learning on management training. Most notable is the involvement of the committee on training development workgroups. NCSSMA advocated for access to ePad for employees during training in order to certify proficiency as trainees completed individual workloads or processes. I am happy to report that on-demand training will be made available this year to new Customer Service Representatives and both on demand training and immediate access to ePad will be made available in late FY 2020 to Claims Specialist trainees.

## **REPRESENTATIVE PAYEE PROGRAM**

NCSSMA has been working with the Social Security Advisory Board and other organizations on representative payee issues. NCSSMA consulted with the National Academy of Public Administration and Virginia Tech University on various issues such as data exchange and the representative payee process in field offices.

## **RELATIONSHIPS WITH KEY MEMBERS OF CONGRESS**

### **MEMBERS OF CONGRESS**

I commend NCSSMA's Washington Representative, Rachel Emmons of Greystone Group, NCSSMA Officers, Regional Presidents and the Legislative Initiatives and Grassroots Committee for their efforts this past year on the legislative front. They all supported our initiatives, are dedicated to NCSSMA's cause and assisted greatly to achieve adequate funding for SSA. Greystone Group and the Legislative Initiatives and Grassroots Committee will provide separate reports in the near future.

NCSSMA's efforts to achieve adequate funding and to improve policy for SSA included numerous meetings on Capitol Hill, with agency leadership and the advocacy community, and many communications including:

- Preparation and dissemination of NCSSMA's FY 2019 and FY 2020 Budget Resource Needs document to both Members of Congress, OMB and agency leaders.
- Preparation of Legislative Reports covering:
  - FY 2019 budget and appropriations updates;
  - FY 2020 budget and appropriations updates;
  - Social Security Information Technology Hearing;
  - SSA Commissioner Nomination Hearing and Status Updates;
  - Federal Employee Pay and Benefits Issues;
  - SSA Deputy Commissioner Nomination Hearing and Status Updates;

- Prepared written testimony to the House and Senate Appropriations Committees on SSA's FY 2020 resource needs.

NCSSMA's Washington Representative and the Executive Committee have also worked closely with Members of Congress to provide feedback, comments and technical guidance on proposed legislation that affects SSA.

### **LEGISLATIVE INITIATIVES AND GRASSROOTS COMMITTEE**

The focus of the committee this year was to seek innovative ways to identify and educate key Congressional Appropriators to promote the need for adequate and sustained SSA funding and to explain the effect inadequate funding has on service to the public. The committee provided training to managers across the country on how to locate and communicate with their respective Members of Congress and their staff. Dan Combs, Chair and Rich Elmore, Deputy Chair, worked closely with Rachel Emmons to develop and deliver the training.

## **NCSSMA'S PARTNERS**

### **GOVERNMENT MANAGERS COALITION**

NCSSMA belongs to the Government Managers Coalition (GMC), a coalition of management associations representing over 200,000 executives and managers across the federal government. The GMC is comprised of the National Council of Social Security Management Associations, Senior Executives Association, Federal Managers Association, Federal Aviation Administration Management Association, and Professional Managers Association. The work the GMC does impacts not just SSA managers, but managers across government. The GMC focuses on issues that have implications across agencies. Some of our initiatives this year included:

- Communications related to the FY 2019 and FY 2020 National Defense Authorization Acts regarding expedited hiring authority for college graduates and post-secondary students and other human capital proposals.
- Communications regarding the Merit Systems Protection Board (MSPB) status and members.
- Communications related to OPM and nomination for director.
- Communications related to modification of the probationary period.

### **FEDERAL-POSTAL COALITION**

The Federal-Postal Coalition (FPC) is comprised of 31 management associations and unions representing over two million federal and postal managers and employees and federal retirees across the country. Like the GMC, the FPC advocates for those issues and concerns that affect all federal employees. Some of the FPC initiatives that NCSSMA signed on to this year included:

- Opposing changes to federal employee benefits including cuts in defined benefits and changes to the Thrift Savings Plan.
- Support for federal employee pay raise.
- Communications regarding the federal government shutdown and impact on the American public and federal employees.
- Communications regarding the Merit Systems Protection Board (MSPB) status and members.

## NCSSMA RESOLUTIONS, COMMITTEE AND WORKGROUPS

### RESOLUTIONS AND COMMITTEES

One of NCSSMA's most notable meetings is the Annual Meeting hosted each year by a regional association. Last year, the New York Region Management Society hosted all ten regional delegations in Atlantic City, New Jersey. The purpose of the Annual Meeting is to set the course for the next year. We accomplish this through resolutions submitted by the regional associations and NCSSMA's standing committees. Adopted resolutions are assigned to the various committees, which are then responsible for taking action throughout the year. The committees are also responsible for action items such as policy reviews and surveys that occur throughout the year. The committees are the foundation and workhorses for our organization. In September 2018, the delegates passed 26 resolutions. Below are the NCSSMA committees and their accomplishments for this year.

- **Technology and Innovation Committee:** David Lescarini, Chair  
**Subcommittees:**

**Technology:** Gregory Holmes, Deputy

**Innovation:** De Andre' Chilton, Deputy

The Committee and its Subcommittees were assigned three resolutions:

- Internet Claims Processing
- Consolidated Workload Report
- Personnel and Performance Action Alerts

In addition, the Committee and its Subcommittees had ongoing discussions with the Office of Electronic Services and Technology and Systems related to various systems.

- **Operations Committee:** Valerie Fisher, Chair  
**Subcommittees:**

**T2:** Jeremy Young, Deputy

**T16:** Jacqueline Botello, Deputy

**Disability:** Gina Suazo Lopez, Deputy

**Policy Review:** Eric Hong, Deputy

This year, the Committee and its Subcommittees worked on the following resolutions:

- Modernize Electronic Representative Payee System
- Elimination of Fee Agreements and Fee Petitions
- Overpayment Waiver Processing
- Centralization of Title XVI Trust Determinations
- TII and Medicare Exception Processing Expansion to Field Offices
- Direct Payment of Representative Fees
- Online SSA-44 and Income Related Monthly Adjustment Notices

Our Policy Review Subcommittee was responsible for reviewing and responding to the agency on a multitude of policies this year. This is the second year this new committee has taken work previously completed across various committees and consolidated it with expert managers across the nation. This new process has proven successful in streamlining and providing consistent responses while freeing up the other committees to accomplish their work. The results have been amazing, with timely and thorough responses.

- **Legislative Initiatives and Grassroots (LIGR) Committee:** Dan Combs, Chair and Rich Elmore, Deputy

The LIGR Committee was responsible for conducting training and providing guidance to Committee members across the country on communicating with Members of Congress and staff regarding adequate resources for SSA, including field office and teleservice center staffing levels and needs. In addition, the Committee was responsible for the following resolutions:

- Pending Legislation
- TXVI Programmatic Simplification
- Hiring Authorities

- **Labor Management Relations Committee:** Theresa Titor, Chair and Scott Hale, Deputy

The Committee has been instrumental in providing feedback on various labor management issues including term contract bargaining and the Executive Orders affecting unions. This year, the Committee worked on the Performance Evaluation System resolution.

- **Management Committee:** Vanessa Martin, Chair

**Subcommittee:**

**Administration:** Beppie Sibley, Deputy

**Structure:** Tony Pezza, Deputy

This Committee and its Subcommittees worked on four resolutions:

- Operations Supervisor Upgrade
- Centralization of Non-Programmatic Third-Party Requests
- Quality Step Increases
- PIN Hierarchy

- **Service Delivery Committee:** Sarah Arnold, Chair and Jerry Nelson, Deputy

The Service Delivery Committee was busy this year with several assignments and resolutions. They assisted in updating public service stories for the NCSSMA FY 2020 Resource Needs documents, reviewed the agency's FY 2020 proposed Public Service Indicators and drafted a survey with the intent of capturing true customer service standards from the public. In addition, this Committee worked on three resolutions:

- Service Delivery in Field Offices and Teleservice Centers
- Staffing and Workload Distribution
- Adequate Supervisory Staff in Field Offices and Teleservice Centers

- **Membership Committee:** Christopher Maher, Chair and Dorrie Pedalino, Deputy

This Committee worked on automating membership enrollment for NCSSMA. This year, the Committee presented a prototype site for enrolling management into their regional associations. The Committee has been responsible for working with regions on recruitment. In addition, they are responsible for selecting the Jim Burkert Membership Development Awardee.

- **Training and Succession Management Committee:** Justin Groshon, Chair and Mona Harter, Deputy

This Committee worked on the following resolutions:

- Competency Assessment Interview Process (CAIP)
- Consolidation of Training Resources

In addition, the Committee worked with the Office of Learning on management training and feedback on technical training material.

- **Teleservice Center Committee:** Valerie Fabre-Williams, Chair and Steven Merriam, Deputy

The Committee was responsible for two resolution:

- TSCOG and CHIP Policy and Procedure Updates
- Expanding the Scope of Teleservice Center Representative Duties

The Committee keeps in close contact with the Office of Customer Service on all issues related to the TSC.

- **Communications Committee:** Monique Theriot, Chair  
**Subcommittees:**

**Social Media:** Eric Sampson, Deputy

**Communications:** Eric Hong, Deputy

**FrontLine:** Tera Elston, Editor; Amy Evenson, Deputy Editor

**Editorial Board:** David Lescarini, Chair; Christopher Detzler, Deputy; Michelle Rulison, Region 1-5; Monique Theriot, Region 6-10; and Rachel Emmons, NCSSMA Washington Representative

**SharePoint Administrator:** Lisa Chrabolowski

**Webmaster:** Jason Welsh

The Communications Committee develops and implements NCSSMA's entire communications platform. Although the Committee is not assigned resolutions, they are responsible for operating our new Twitter site, drafting and editing NCSSMA's FrontLine Blog, administering our SharePoint site and updating NCSSMA's website. The Communications Subcommittee is also responsible for the selection of our Community Service Awardee each year.

- **Planning Committee:** Brian Walker, Chair  
**Subcommittee:**

**Annual Meeting:** Fair Stirman, Deputy

**Sponsors:** Joe Dirago, Deputy

The Planning Committee was formed last year to help streamline and make planning for NCSSMA's Annual Meeting easier each year. The Annual Meeting Subcommittee has been preparing for the 2019 Annual Meeting to be held in Chattanooga, TN. In addition, they are responsible for updating the Annual Meeting Handbook and related materials.

The Sponsor Subcommittee works with NCSSMA's Sponsors, who are vital in an integral way to assist in offsetting the costs of our meetings. In addition, this Subcommittee works with the regions who host regional meetings to help with their sponsorship efforts.

You can find more details about resolutions and other assignments the committees worked on this year in the Final Resolution Report.

## WORKGROUPS

NCSSMA provides representatives on various agency workgroups. I have received feedback that our workgroup participants provide invaluable input and feedback on agency initiatives. NCSSMA prides itself on the contribution made to the agency through our workgroups. Listed below are the workgroups and participants for 2018 and 2019:

- **Telework Training Refresh (TTR):** Jaclyn Pratt, NESSMA
- **DCO Telework Group:** Justin Groshon, NESSMA
- **Diversity and Inclusion Council:** Tanya Shepherd, NYRMS
- **Quality Workgroup:** Sarah Arnold, SFRMA
- **N8NN Steering Committee:** Dorrie Pedalino, NYRMS
- **National eServices Advisory Council (NeAC):** Claude Murdy, NESSMA
- **NCSSMA-AFGE Acknowledgement & Appreciation Workgroup:** Valerie Fisher, NYRMS
- **National FEVS – Employee Development/Work Life:** Carla Martin, NESSMA
- **National FEVS – Effective Leadership:** Avis Smothers, DRMA
- **National FEVS – Communication:** Shanna Hardin, KCMA
- **Work CDR Data Analysis:** Sarah Arnold, SFRMA
- **Manager's Discussion Board Improvements:** Lisa Chrabolowski, NESSMA; Jody Franke, KCMA; Karla Montemayor, SFRMA
- **FY 2017 Operations Management Training – Managing Conflict:** Mona Harter, CSSMA; Sherita Deal, PRMA
- **FY 2017 Operations Management Training – Managing Relationships:** Yannie Torres, NYRMS

## COMMUNICATION

### COMMUNICATING TO THE MEMBERS

I have continued communicating as much information as possible to the regional presidents and members throughout the year. This includes soliciting feedback and ideas. The continued and open communication fosters ideas and helps build our agendas for meeting with executives and Members of Congress. This includes:

- Communicating with all members on NCSSMA initiatives and information from Capitol Hill and agency leaders;
- Distributing timely minutes for our internal Executive Committee meetings and meetings with agency officials;
- NCSSMA's weekly News Flash;
- Legislative reports;
- Updating, maintaining and archiving NCSSMA's SharePoint site;
- NCSSMA's FrontLine Blog;
- Monthly Executive Committee conference calls; and
- Regional Annual Meetings

I had the opportunity to attend four regional Management Association Annual Meetings in 2018 and 2019. This provided me with the opportunity to share current events and initiatives with regional members. David Lescarini also attended the Dallas Region Management Association Annual Meeting on my behalf. I appreciated the invitations to attend these events and address the following regional delegations:

- San Francisco Region Management Association (SFRMA) – Las Vegas, Nevada
- Dallas Region Management Association (DRMA) – Dallas, Texas
- New England Social Security Management Association (NESSMA) – Boylston, Massachusetts
- Philadelphia Region Management Association (PRMA) – The Poconos, Pennsylvania

I will be attending the Atlanta Region Management Association's annual meeting in August 2019 in Chattanooga, Tennessee.

## **SURVEYS**

NCSSMA conducted several surveys over the last year. These surveys provide our organization with valuable information, which we include when we communicate with the agency and Congress. These surveys also allow the NCSSMA committees to carry out the tasks of working on their assigned resolutions. NCSSMA conducted the following surveys this year:

- We surveyed managers on the effectiveness and usage of WorkTrack. This information was used to develop a position paper and talking points we used for meetings with Central Office executives.
- The NCSSMA Administration Subcommittee surveyed managers on third-party requests in order to capture the scope and impact of these requests on field offices.
- NCSSMA worked on several customer service surveys. Although the surveys were not disseminated, they served as a discussion point with Central Office executives and on Capitol Hill and will ultimately be a focus of discussion with the new Commissioner.

## **TEAMWORK**

Given the amount of work NCSSMA undertakes, it takes a team and excellent communication to accomplish the goals of our over 3,000-member organization. I want to thank our committee and workgroup chairs, deputy chairs and over 160 committee members across all 10 regional associations. I would also like to extend my appreciation to the NCSSMA Executive Committee comprised of our officers and regional presidents for representing their regional Executive Committees and members:

- David Lescarini, NCSSMA Vice President and member of the Atlanta Region Management Association
- Marjorie Cooke, NCSSMA Secretary and member of the Atlanta Region Management Association
- Beth Williams, NCSSMA Treasurer and member of the Chicago Social Security Management Association
- Valerie Fabre-Williams, NCSSMA Teleservice Center Representative and member of the Dallas Region Management Association
- Christopher Detzler, NCSSMA Immediate Past President and member of the Northwest Management Association
- Justin Groshon, President of the New England Social Security Management Association
- Valerie Fisher, President of the New York Region Management Society
- Greg Harrison, President of the Philadelphia Region Management Association

- Brian Walker, President of the Atlanta Region Management Association
- Christopher Maher, President of the Chicago Social Security Management Association
- Danny Massey, President of the Dallas Region Management Association
- Tim Milton, President of the Kansas City Management Association
- Dan Combs, President of the Denver Region Social Security Management Association
- Sarah Arnold, President of the San Francisco Region Management Association
- Jeremy Pearson, President of the Northwest Management Association

I would like to extend a special thank you to Joe Deaton, NCSSMA Executive Officer and member of the Dallas Region Management Association and Rachel Emmons of Greystone Group and NCSSMA's Washington Representative. Both have been invaluable to me as President of NCSSMA. Joe works hard to keep everything internal to NCSSMA in order and on time. His level of commitment to making sure everything runs smoothly is commendable. Rachel is an invaluable asset on Capitol Hill. The relationships that she has established with Members of Congress and the level of respect she has with other agencies is a tremendous asset to our organization and, in turn, adds to the respect our organization receives both on Capitol Hill and within SSA.

### **NCSSMA BEHIND THE SCENES**

In addition to our officers, regional presidents, committees and workgroups, NCSSMA has many other active members who keep our organization running behind the scenes. These individuals are responsible for taking care of assignments that are not necessarily visible to the members or even the Executive Committee.

#### **SHAREPOINT ADMINISTRATOR**

Lisa Chrabolowski, current NCSSMA Treasurer and Immediate Past President, has been NCSSMA's lead administrator for several years. Lisa works hard to make sure the SharePoint site is working properly. She maintains our site, passwords, and designs and assists the regions with meeting registration.

#### **WEBMASTER**

Jason Welsh, SFRMA member, maintains our NCSSMA website. He is responsible for designing, maintaining and posting to the site. He works closely with the Communications Committee and Editorial Board on our FrontLine blog posts.

#### **EDITORIAL BOARD**

The NCSSMA Editorial Board is responsible for reviewing all FrontLine articles and blogs prior to release to the members. In addition, some of the members of the board edit other communications to the members and Central Office. I would like to thank David Lescarini, NCSSMA Vice President; Christopher Detzler, NCSSMA Immediate Past President; Michelle Rulison, PRMA; Monique Theriot, DRMA; and Rachel Emmons, NCSSMA's Washington Representative; for the work they do on our communications to the members and agency leaders. A special thank you to Tera Elston, NCSSMA's FrontLine Editor and Amy Evenson, NCSSMA's FrontLine Deputy Editor, for drafting, soliciting articles for, and editing our publications.

#### **NCSSMA SPONSORS**

NCSSMA collaborates with organizations that promote or provide services to federal employees. These organizations sponsor not only our Annual Meeting, but also Regional Meetings. Joe Dirago,

retired Past President, has served as NCSSMA's Sponsorship Coordinator for many years and continues to do so in retirement. Joe's dedication to our organization and his ability to establish and maintain these relationships has been extremely beneficial to NCSSMA. Joe established, cultivated and maintained relationships with seven different sponsors for both the NCSSMA Annual Meeting and various Regional Meetings:

- Federal Employee Defense Services ([FEDS](#))
- Worldwide Assurance for Employees of Public Agencies ([WAEPA](#))
- Gott Professional Insurance Services ([GPIS](#))
- Long Term Care Partners ([LTCPartners](#))
- American Benefit Exchange ([ABE](#))
- Blue Cross Blue Shield Association ([BCBS](#))
- Government Employees Health Association ([GEHA](#))

### **A LOOK AT 2020**

As I complete my year as President of NCSSMA, many challenges remain and we still have much work to do. We continue to work in a time of uncertain budgets and increasing workloads. Although the agency received good budgets in FY 2018 and FY 2019, NCSSMA's communication with agency leaders and Congress is more important than ever on both the budget and policy front. Our organization must continue to pursue important issues for our membership, including modernization of SSA's systems, telework, term contract implementation, policy simplification, pre-decisional involvement, and advocating for adequate funding and resources for the field and teleservice centers in order to maintain excellent community-based service for the American people.

Although the budget for FY 2019 was favorable, SSA will continue to operate with less than ideal funding. This means decisions will have to be made and some priority work and initiatives may not be accomplished. We must continue to work with our Washington Representative, agency leaders, Members of Congress and the advocacy community to secure the best budget possible for the agency.

In addition, Congress confirmed a new Commissioner, Andrew Saul. It will be more important than ever to establish a positive relationship with the new Commissioner and his staff as we move through his term. Part of establishing a relationship is demonstrating the value we bring to the agency.

I plan to run for a second term as NCSSMA President and, if elected, look forward to working with the returning and any new Executive Committee members and Regional Presidents. I am committed to representing all 10 regional associations and their members. The Executive Committee and I will make sure your concerns are addressed through the resolutions passed at the 2019 NCSSMA Annual Meeting in Chattanooga, Tennessee. Please spread the word about the positive impact NCSSMA has had for our agency, our members and the public we serve. Thank you for the opportunity to serve as your President this past year.

Peggy Murphy  
NCSSMA President