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#### Executive Corner

### Message From the PSC Director

Happy holidays! As the end of the year is upon us, it's the time to reflect on the accomplishments and the hard work of our staff and to look ahead to the future.

The year was marked with steady service growth and reorganization for PSC. Our overall strategic goal was to grow, along with maintaining excellent customer service levels and keeping our rates low so that we can extend the cost savings to you. We accomplished all of these objectives in many areas.

We understand the importance of budget constraints that agencies face, so we reorganized to provide you with even greater customer-focused service and support to drive agency efficiencies. We also created customer outreach programs to thank you for all your support throughout the year and showcase all the PSC solutions that are helping to meet your agency's core mission. For example, we held a successful Customer Service Day, hosted by our Financial Management Service team.

While the year was marked by a historic government shutdown, PSC persevered and continued to manage the business of government. PSC's shared service model produced the best results for our client agencies, and our team continued to provide excellent service and support. The impact we have around the nation and globe, and the partnerships with our customer agencies, are amazing. Simply put, our unmatched services enabled agencies to accomplish their missions and programs — on time and on budget. Read about some of our achievements in the "Special Feature" section on page 2.

We accomplished all of this through hard work, dedication, commitment to excellence and, more importantly, a strong focus on customer service. We are excited for the year ahead and look forward to being your trusted partner and your provider of choice!

Thank you for your continued support, and I wish you a wonderful holiday season and joyful New Year!

Cordially,

A handwritten signature in black ink that reads 'Paul'.

Paul S. Bartley

## PSC 2013 Key Accomplishments

PSC is dedicated to delivering unmatched services and, more importantly, to providing best-in-class customer services to support your agency's mission. Below are just some of PSC's key accomplishments this year:

### Met our strategic growth goal

- **Achieved the 10 percent growth goal** for PSC

### Saved the government millions

- **Distributed approximately \$30 million** in transit subsidies, with a cost avoidance of approximately \$10 million

### Managed large sums of money for federal agencies

- **Disbursed more than \$400 billion in grant payments** across HHS and other federal agencies
- **Collected almost \$19 million** in interest
- **Awarded 8,091 contract actions**, obligating over \$1.3 billion

### Enhanced and protected the health and wellness of federal employees

- **Performed more than 70,000 Health Risk Appraisals nationally**, encouraging more employees to take the steps to adopt a healthier lifestyle
- **Distributed essential medical supplies** worldwide

### Provided a one-stop shop and consolidated services

- **Provided comprehensive contracting services** for a range of government needs
- **Provided essential crisis counseling** and management consultations immediately after the Navy Yard mass shooting

Find out how PSC's services can help your agency drive efficiencies, reduce costs, and support your mission. Visit <http://www.PSC.gov>.

## Despite Shutdown, PSC Continues Vital Services

PSC keeps the business of government moving. The number of activities and accomplishments from across PSC during the shutdown is amazing. Here are some highlights:

**Administrative Operations Service:** Kept Mail Screening fully operational, allowing all incoming U.S. Postal Service mail to be processed daily and available for delivery on schedule.

- Assisted National Oceanic and Atmospheric Administration (**NOAA**) Search and Rescue Satellite Aided Tracking (**SARSAT**) system to identify, retrieve, separate, and set aside all incoming business reply mail for pickup.
- **Distributed more than \$2 million in transit subsidy benefits** to essential employees.

**Facilities and Logistics Service:** Purchased additional flu vaccine in preparation for the shutdown to ensure ample stock to ship to customers, notably the State Department.

- **Prepared and made available approximately 14,200 flu vaccine doses** for shipment to many embassies and consulates worldwide.
- **Shipped 1,400 flu vaccines** to clinics in Portland and San Francisco, to help PSC's Supply Service Center (SSC) meet each clinic's inoculation schedules.
- **Coordinated 1,266 pounds of recycled electronics** to be picked up from the Hubert H. Humphrey Building.
- **Ensured all 78 families** at the Parklawn Child Care Center continued to receive high-quality care.

**Federal Occupational Health (FOH):** Created a command center to manage customers' requests and FOH assets to ensure quality, accessible, and cost-effective occupational health services.

- **Administered 20,942 influenza shots** and responded to 134 emergencies (life crisis/tragedy or 911 calls) at 46 health units across the country.
- Maintained operations at approximately 70 percent of federal health units.
- Provided a robust level of services to the Air Force Materiel Command/Civilian Health Promotion Services Program, including Cardiac Risk Profile screenings, more than 40 health promotion classes, and a stress management series.

**Financial Management Service:** Provided guidance to customer OpDivs on excepted activities.

- Provided guidance to customers on what could or could not be paid, and how to resolve payment issues.
- Processed FY 2013 and FY 2014 payments for excepted programs, and all grant payment schedules and disbursements, in a timely manner.

**Strategic Acquisition Service:** Renegotiated an option exercise for the Naval Sea Systems Command to take advantage of available FY 2014 funding of \$400,000 to support Navy multifunctional devices.

- **Supported 3,000 active contracts** on behalf of customers.
- Worked with the Administration for Children and Families (**ACF**) on acquisition planning for the \$7 million Office of Head Start Customer Service Support and on \$2.5 million Logistics and Event Management Support Services requirements awards.
- Procured dry ice for the Department of Homeland Security (**DHS**) to ship critical lab assays and replaced failed lab equipment at a DHS lab to store the assays. Also procured influenza vaccines for SSC customers.
- Managed Customer Service Agreements totaling \$689,000 from the following customers, justifying continuance: Naval Surface Warfare Center, Agency for International Development, Army Corps of Engineers, Comptroller of the Currency, and Treasury Financial Management Service.

## FOH Supports Feds Around Nation During Shutdown

Many employees were feeling stress and anxiety about government shutdown uncertainties — particularly financial stress. PSC's Employee Assistance Program (**EAP**) and Work/Life Program of Federal Occupational Health (**FOH**) were there to help guide and provide the assistance they needed.

"We provided our normal range of services; however, we received more requests for information and assistance related to financial and legal concerns," said **Director of EAP and Work/Life Services Earl Pinto**.

Federal employees who were furloughed were not allowed to access their email accounts and BlackBerrys. As a result, EAP did outreach via media interviews for a Wall Street Journal **article**, and Federal News Radio **segment**, to keep employees informed about timely assistance.

EAP and Work/Life services were available for employees via telephone, online, or in person. When the shutdown began, the EAP received calls from more than 300 federal agencies asking questions such as how to access cash and get help with daily life needs. "We helped employees locate resources to help them pay for their rent, their mortgage, groceries, utilities, and other requirements," said Pinto. "Just as an example, we assisted a furloughed employee who needed financial assistance in order to pay her utilities and groceries, and the specialist connected her to a community action program in her neighborhood that offers financial assistance for exactly that. The specialist also referred her to a food pantry for additional assistance with groceries."

Child care and elder care were also common concerns. "We've seen an uptick in calls for that as well," said Pinto. "We're giving people the access to those resources. For instance, we assisted a furloughed employee with child care. She could no longer pay for the child care provider, but if she pulled her child out of that care, she'd lose her slot and wouldn't be able to use that provider when the furlough was over. She needed either financial assistance or help to locate more affordable care. We pointed her to resources that could help."

During the shutdown, the Work/Life Services team:

- **Responded to 654 requests** for consultation and referrals.
- **Received 16,115 log-ins** to the Work/Life Program website, which provides information on budgeting, credit/debt, guidance for hard times, coping with stress, on-demand money management webinars, and access to helpful savings tips.
- **Obtained a 100 percent overall satisfaction rating** during this time period, and 90.5 percent indicated the program decreased or greatly decreased their stress level.
- **Received a 5 percent increase** in calls to EAP over the same time period last year.
- **Made available 48 of 51 Field Consultants and Regional Supervisors on site**, serving employees and offering the full scope of EAP services.

EAP is available 24/7, 365 days a year, and serves most federal agencies and 1.1 million federal employees. For more information, visit <http://www.PSC.gov/occupational-health/employee-assistance-program.html> or call 1-800-457-9808.

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## Did You Know?

# EAP Supports Navy Yard Employees After Shooting

When the tragic mass shooting occurred at the Navy Yard in Washington, D.C., on Sept. 17, PSC's Employee Assistance Program (EAP) and Work/Life Services team of Federal Occupational Health (FOH) sprang into action to provide a crisis response team.

Immediately, staff began to reach out to their Navy points of contact to offer support. In fact, response was so quick, they were coordinating crisis services with Navy officials sheltering in place at the Navy Yard. By day's end, 12 Navy Yard employees were dead, and nine others were wounded. A tight-knit Navy community mourned.



*EAP and Work/Life Services Director Earl Pinto (right) is interviewed by FOX News about support provided to the Navy Yard.*

Early the next morning, EAP workers were on site providing Navy leadership with Psychological First Aid to meet the emotional needs of Navy personnel. They helped Navy leadership develop a greater understanding of the impact of trauma and how such an experience can affect one's health, ability to focus, relationships, sleep, emotional state, and more. "FOH's team members demonstrated dedication, professionalism and compassion in selflessly providing crisis response services to Navy personnel," said **EAP and Work/Life Services Director Earl Pinto**.

The team also established a crisis center, which was fully operational for three weeks. During this time, a team of experienced counselors delivered a wide range of crisis response services, including grief groups, management consultations, and one-on-one meetings. Counselors provided Psychological First Aid and individual consultations to help employees alleviate the long-term impact of trauma. In addition, group meetings helped employees to process their experiences and feelings of grief and other emotions and to understand the impact of trauma. "Although not required to utilize our services, the Navy leadership was very willing to see us as partners, professionals and experts to help them through an emotional crisis," said **Team Leader Kathleen Berman**.

In total, nearly 400 individual one-on-one consultations, and 62 critical incident stress groups with 1,330 attendees, were organized by EAP staff. The National Service Center responded to almost 200 telephone calls from both Navy Yard personnel and the Navy community at large. The support captured the attention of the news media, and EAP was featured in The Washington Post, The Wall Street Journal, NBC News, Fox 5 News, ABC Seven, WTOP, 99.1 FM, and Navy Times.

Victims of traumatic events often need support far beyond those offered during the initial crisis intervention. After the crisis center closed, a temporary EAP office was established at the Navy Yard. When employees from the Navy Yard return to work and a new normal is established, the office will quietly continue to support the Navy community as it begins to rebuild and heal.

Team members demonstrated unwavering commitment, dedication to service, and compassion in helping a community grieve. Individually and collectively, they carried out their responsibilities with a high level of competence and integrity. They repeatedly demonstrated initiative, skill and leadership. EAP also recently provided the Transportation Security Administration with support in Los Angeles, where an employee was shot and killed on Nov. 1. Learn how the EAP service can help your agency. Visit <http://www.PSC.gov/occupational-health/employee-assistance-program.html>.

## 2014 PSC Service & Product Listings Available

The 2014 PSC Service & Product information is updated and now available online at <http://www.PSC.gov>.

The website showcases the services offered by PSC. It includes the most up-to-date descriptions, points of contact, performance measures, and rates — all at your fingertips. The easy-to-use website describes in detail each of the products and services highlighting the benefits, quality and value. Service offerings are organized by function to quickly find the services needed.

Visit <http://www.PSC.gov> today to learn how PSC can drive efficiencies, save resources, and decrease costs while supporting your agency's mission!

## SSC Receives Major Thanks From Homeland Security

PSC's Facilities and Logistics Service (**FLS**) **Medical Supply** service team at the Supply Service Center (**SSC**) in Perry Point, Md., recently received very high praise from the Department of Homeland Security BioWatch Program leaders.

The SSC team keeps all of the operational laboratories and the BioWatch samples standards laboratory supplied to ensure that they are able to conduct daily analysis. This consistent, reliable support ensures that the program is able to fulfill its mission to provide early warning in the event of a release of biological threat agents.

"We wanted to take the opportunity to relay our appreciation for the phenomenal work the HHS team at Perry Point has done over the past year for the BioWatch Program," wrote the customer. "Over the past year, your team has improved communication with the Program Office and taken on major new initiatives to support Program operations. Your team has a 'can and will do' attitude that is most refreshing and very much appreciated. We frequently request acquisition of materials, beyond the usual supplies, that are absolutely critical for the conduct of operations. These include bulk buys of validated reagents essential for analytical processes, instrument service agreements, or other critical purchases, sometimes with short notice. Each and every time, the staff at Perry Point have been helpful and served as our partners in fulfilling the need in a timely fashion."

In support of the BioWatch mission to protect American lives through early detection of a biological terrorism attack, the Perry Point team has developed and begun implementation of a critical managed inventory system. It ensures safety stock is at the 95 percent customer service level. This capability allows for data-driven warehousing of essential supplies for the program to guard against stock outages and standardizes the supply stream to the laboratories. "The savings realized from being able to purchase these materials in bulk, when they are required in this time of fiscal constraints across the government, is most welcome and appreciated by the program," noted the customer.

The customer recognized the efforts of team members **Mark Burchess, Irene Grubb, Jennifer Walters, Judy Callahan, and Wanda Simon**. "We have found the entire team a delight to work with as we initiated and continue to work on this effort," added the customer. "It's almost certain that we've missed someone who has contributed to this effort, and for that, we apologize. We look forward to maturing the process and continuing to work with you and the team at Perry Point in the coming year."

With more than 90 years in operation, SSC offers expert, trouble-free health supply management support. SSC is a full-service national and international source of pharmaceutical, medical, and dental supplies to federal civilian agencies as well as branches of the U.S. Armed Forces. SSC is a bulk pharmaceutical repackaging facility registered with the FDA. Learn the many ways that the SSC **Medical Supply** service can help your agency by visiting <http://www.PSC.gov/logistics/supply-service-center.html>.

# TSA Sends High Praise for PSC *GO!card*® team



The PSC *GO!card*® **Transit Subsidy Program Management** team (operating with Transportation Services [TS]) ensures that *every* customer is a happy customer! Recently, the team received a strong thank you from a very satisfied customer at the Transportation Services Administration (TSA) for supporting the customer's mission.

"On behalf of the Parking and Transit office, I wanted to convey my sincere gratitude and compliments to the HHS team for the exemplary service, not only during the recent government shutdown, but in the day-to-day assistance handling of the Transit Benefit Program," said the customer. "I took over the TSA Transit Benefit Program when my colleague took another position inside TSA. Her

reviews of HHS and the *GO!card* were glowing, and she was not exaggerating. In my three-plus months of running the program, the entire HHS *GO!card* team has been professional, courteous and attentive and has shown excellent customer service as well as provided outstanding support.

"The over \$3 million in savings for FY 2013 that HHS has saved TSA speaks for itself, but the hours that HHS saves me and the field transit coordinators should be noted as well. The HHS team is always available to discuss issues and provide solutions, often under a time constraint, that previous vendors would not have been able or willing to do. Not only is the HHS team knowledgeable and helpful, but the technical systems they have in place allow for effective processing of transit applications and 'on the fly' changes to be done when needed. The regular reports provided from HHS are helpful in identifying all metrics of the TSA Transit Benefit Program.

"Again, the entire HHS team has been incredibly easy to work with and made administering the TSA Transit Benefit Program significantly easier and more cost effective. HHS assistance has been invaluable to TSA's mission in providing a viable and efficient transit benefit to our more than 12,000 federal participants."

PSC's **Transit Subsidy Program Management** is part of PSC's TS overall "customer-centric" approach to providing a multitude of vital management services for government employee transit subsidy benefit programs. Not only does TS handle the purchase, distribution and accounting of the transit subsidy benefit program for nearly all of HHS and eight outside customer agencies, but TS also offers the *GO!card* for individual commuters.

Through a systematic strategy of centralization and automation, TS's Transshare Division continues to add and create value for all stakeholders:

- **Customer agencies** – reduced costs and avoidances through streamlined business processes
- **Customer agency employees** – improved customer experience and ease of use; saved time from not having to stand in line to collect benefits
- **Transportation Services** – increased operational efficiencies and created more effective personnel resource allocation

The strategy surrounding the *GO!card* was aimed at creating demonstrable value to both our customer agencies and their employees, as well as vastly increasing TS's internal operational efficiencies. In essence, our strategy was to "do more with less" by streamlining and automating the distribution process, identifying cost savings and cost avoidance for TS and our customers, and reducing waste, fraud and abuse.

Customers are charged only for what they use, allowing them to de-obligate unused funds and devote them to other uses. Also, both HHS and our customers realize savings immediately, rather than only at the end of the fiscal year. This approach allows all stakeholders to plan and budget more effectively. **In FY 2013, TS distributed approximately \$30 million in transit subsidies, with a cost avoidance of approximately \$10 million.** The *GO!card* has made budget reductions by 26 percent. The average employee is certified for \$122 but actually used \$90, a cost avoidance of 26 percent. The potential avoidance per 1,000 employees is \$384,000 annually.

Visit <http://www.PSC.gov/transportation-and-travel/transit-subsidy-program-management.html> to find out how the **Transit Subsidy Program Management** team can benefit your agency!

# SAS Employees Shine With Top Acquisition Awards

Two of PSC's Strategic Acquisition Service (SAS) employees were selected as recipients of the prestigious National Contract Management Association's (NCMA's) Top Professionals Under 40 in Contract Management Awards.

The recipients are **SAS Branch Chiefs Stephen Crooks** and **Stephen Yuter**. They were honored during a ceremony at NCMA's 32nd Annual Government Contract Management Symposium on Nov. 17 in Washington, D.C. They also will be featured in **Contract Management magazine** in December.

The Top Professionals Under 40 award was established in 2012 to provide peer recognition to the rising stars and top performers in the contract management profession under age 40. These professionals, who are the future of contract management, come from the ranks of academia, government and industry. This award recognizes those up-and-coming performers who will eventually be the leaders in the contract management profession and in NCMA.



*From left, Stephen Crooks and Stephen Yuter*

The NCMA Awards and Honors Committee also voted to confer the NCMA Fellow designation upon Yuter. The Fellow designation is reserved for individuals who have made significant contributions to the field of contracting and to NCMA. It is the third highest award given by the association. **NCMA President Russell Blaine** wrote in a congratulatory letter: "NCMA Fellows, in addition to being recognized for their contributions, are an important resource to the profession and the association. NCMA hopes that you will continue to enhance and expand the professional acceptance of NCMA membership and certification, support NCMA and the contract management profession in a leadership role, participate as an active member of your local chapter or in a national committee, and mentor new leaders."

As the current President of the NCMA Potomac Chapter, Yuter was nominated by the Fellows Chair and selected by the Awards and Honors Committee for his extensive active participation in NCMA through chapter activities, speaking engagements, and mentorship for the training and development of individuals new to the profession. "Both of these awards are a great honor to receive," he said. "They are a testament to hard work, dedication, and outstanding personal and professional achievements in the field of contract management."

"This award is one of the highest honors I have received in more than 15 years as an acquisition professional," said Crooks. "It is the culmination of my experiences providing worldwide acquisition support and gaining knowledge along the way. It is now the time in my career when I am able to pass that knowledge on to the next generation of contracting professionals to achieve the next great objectives in their path."

Crooks and Yuter thanked their SAS team. "The award was on an individual basis, but just about any individual award will have team backing in order to be successful," said Crooks. "Thank you for all your support and guidance, as I would not have been able to achieve this without the help from my management, peers, and staff," said Yuter. "Thanks for your continued support of my efforts at SAS and within the contract management community."

NCMA is the largest association within the acquisition career field. NCMA has numerous awards that they promote on their website, most of which are open to any and all contracting professionals, both within the government and in private industry. An award, as well as certification, from NCMA is highly sought after in the acquisition career field.

Candidates submitted an application, including an essay and letters of recommendation. Several factors were evaluated in the selection, including: professional development, innovation and achievement, leadership and influence, and a clear vision to shape the future of the profession.

SAS provides comprehensive support for negotiated contracts and simplified acquisitions by trained and certified acquisition professionals from start to finish. Learn how SAS can serve your mission needs by visiting <http://www.PSC.gov/acquisition/negotiated-contracts.html>.

# FOH Campaign Promotes Holiday Coping

The holiday season is joyous and exciting, but for others, they can be accompanied by stress. Federal Occupational Health (FOH) is launching a December health campaign to help federal workers better cope with holiday-related hassles. The campaign includes an online toolkit that offers helpful information on taking care of the mind, body and spirit during the hectic season. Download the toolkit at <http://www.foh.hhs.gov/calendar/December.html>.

An integral component of the campaign is the ease of the website that supports people as they let the holidays “bring out the best” in them, rather than “get the best” of them. The site also includes information on substitutions to make holiday recipes healthier, tips for connecting better with loved ones, and even instructions on how to take a little mental vacation through visualization or meditation.

The December campaign is part of a series of monthly campaigns offered by FOH's Center for Health Communications. Each campaign includes easy-to-use promotional materials like fliers, posters, bulletin board graphics, and even customizable email messages. For the full calendar of observances, visit <http://www.foh.hhs.gov/calendar>.

## Keep Calm and Holiday On

*By Contributing Author, PSC Employee Assistance Program and Work/Life Program, Federal Occupational Health*

You have decked the halls, but you would rather deck Uncle Walt. With your heart racing, your head aches, your palms are sweating, and you realize that you are holding your breath. Don't panic. Calm down, simplify, and delegate. You are probably just stressed out. It happens to the best of us. There is nothing like the holidays to bring on stress. All that shopping and decorating and cooking and cleaning and ... well, you get the picture.



### How you can fight stress

“If you're not going to do it joyfully, then don't do it,” says Cecile Andrews, Ph.D., author of “The Circle of Simplicity: Return to the Good Life.” She urges people to make their own choices about how to observe the holidays. When you feel anxious, try some of these tips:

- **Delegate Tasks.** Don't try to do everything yourself. Share holiday shopping with friends and family.
- **Practice Saying “NO.”** You simply cannot do it all. Ask your family to help with household chores.
- **Find Time for Yourself.** Schedule time to practice self-care. Curl up with a good book, soak in the tub, play with your pet, or listen to your favorite music.
- **Share Your Feelings With a Friend.** Talk about the stress you feel. You'll find out that you are not alone.
- **Laugh a Little.** Laughter is good medicine and has the opposite effect of stress on your body. It can even boost your immune system.
- **Exercise Regularly.** Try to work in some exercise at least three times a week. Make time for a brisk walk, whether it is around the mall or to a friend's house. “This time of year is not just about getting presents,” Dr. Andrews says. “It's a time of inner growth, finding new insight, and meeting your own values.”

For more information, visit the FOH Work/Life Program website <http://www.foh4you.com> or call 1-800-222-0364 / TTY 888-262-7848.

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## The Scoreboard

### PSC Performance

PSC is carefully tracking its performance indicators and feedback from our customers. The key performance indicators are as follows:

- **Customer Satisfaction Target:** 90 percent of customers responding to PSC Comment Cards indicate excellent/good ratings for satisfaction of services.
- **Service Quality Target:** 95 percent of cost centers are achieving quality targets.

Our goal every month is to exceed these targets. We believe it is important to develop strong relationships with our customers and a working knowledge of our services so that we can better communicate with others across government about PSC.

For Customer Satisfaction, we achieved 96 percent in August. For Service Quality, we achieved 94 percent in September.

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## PSC Services

For detailed information including service descriptions, rates, performance standards, and contact information, visit <http://www.PSC.gov>.

- **Acquisition**
  - Negotiated Contracts & Simplified Acquisitions
  - *Purchase Card Management*
- **Customer Contact Center**
- **Financial**
  - Indirect Cost Negotiations
  - Debt Collection
  - Grant Payments
  - *Accounting*
  - *Financial Reporting*
- **Freedom of Information Act (FOIA)**
- **Logistics**
  - Labor & Moving
  - Medical Supply
  - Product Distribution
  - Property Disposal
  - Shredding
  - Storage
  - *Personal Property Management System*
- **Mail**
  - Mail Operations
  - Mail Screening
- **Media**
  - Digital Conversion & Archiving
  - Graphic Arts
  - Printing
  - Section 508 Testing & Remediation
  - *Departmental Forms Management*
- **Occupational Health**
  - Automated External Defibrillator Program
  - Employee Assistance Program
  - Environmental Health
  - Health Clinics
  - Wellness/Fitness
  - Work/Life Program
  - Workers' Compensation Management
- **Organizational Development & Leadership**
- **Real Property & Facilities Management**
  - Employee Child Care Centers
  - Facilities Operations & Management
  - Real Property Strategy
  - *Federal Real Property Assistance Program*
- **Regional Support Services**
- **Travel & Transportation**
  - Driver Services
  - Transit Subsidy Program Management
  - Travel Arrangements and Reimbursements
  - *Parking Services*
- **Other Employee Services**
  - Child Care Program Subsidy
  - Payroll Liaison
  - *Board for Corrections*

*\*Italicized services are available to HHS only.*

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## PSC Departmental Policy and Oversight Areas

- Environmental Programs
- Fleet
- Mail
- OSHA/Safety
- Personal Property
- Printing
- Real Property
- Sustainability Programs

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PSC *Service Matters* is published quarterly by the PSC Office of Communications. To ask questions, provide comments, or add news, please contact the editor, John Moynihan, at [john.moynihan@psc.hhs.gov](mailto:john.moynihan@psc.hhs.gov) or call 301-492-4650. Learn more about PSC by visiting <http://www.PSC.gov>.