

Comments Received from Individuals – Volume II

“Dear Commissioners:

The U.S. Postal Service plays a key role in our democracy, helping to circulate ideas, information, and insight through the delivery of magazine and periodicals.

These magazines perform a heroic service, ensuring that ideas circulate, views are exchanged, and communities are able to learn about each other. For high editorial content magazines and newspapers which receive little or no advertising revenue, and which must support costs on a small subscriber base, equitable postal rates are critically important to ensure distribution and production.

While independent periodicals make up a tiny fraction of the total volume of mail passing through the Post Office, we provide the lion's share of information and ideas, the distribution of which helps the post office to fulfill its historic responsibility to serve the national interest.

Some of the global proposals to restructure the postal service don't necessarily recognize or resolve the dangerous issues facing the delivery of independent, high editorial, publications. A workable solution could include a rate for high editorial publications, which can be implemented with almost no effect on the rest of the mail stream, but with large impact at the mailbox.

The current devastating spiral of postal rate increases coupled with the on-going restructuring of the post office threatens the very existence of thousands of magazines and periodicals in the United States.

Please preserve the role of the U.S. Postal Service in promoting democracy and prioritize the delivery of independent, high editorial content, periodicals that do so much to serve our nation's interest.”

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“February, 7, 2003

Chairman Johnson,
Commission on the U.S. Postal Service
1120 Vermont Ave. N.W. STE 971
Washington, DC 20005

Mr. Johnson,

I would like to begin by first thanking you for agreeing to chair and participate in this important commission that was established on December 11, 2002 by George W. Bush. As a current working Postmaster and 32 year veteran of Government Service, I consider the issues before you to be of utmost importance. Not only are your recommendations important to the Postal Service, but they will most certainly have long lasting effects on the American mailing public.

While all of the issues before your consideration are important and should be addressed, it appears to me that they can be reduced to two simple questions. What is the genuine

need of the American mailing public as we progress into the future? What type of governing body needs to be in place to see that the mission is carried out? Being intimately involved as a long term employee, I would like to address these two questions in the order submitted.

First, it appears to me that the external change has already taken place from a hard copy format to an electronic format. There is no stopping this paradigm. On the front lines, I see volumes decreasing and trust eroding towards our Service, mostly due to the mailing public's perception of us by inaction on our part. The past two Postal Service Annual Reports have indicated this trend clearly in numbers and revenue, in spite of 1.7 million delivery point increases respectively. We are attempting to provide more service to more people with much less manpower, further enhancing our weaknesses. We are competing more now than ever before with an antiquated business structure. This will continue as electronic means provide instantaneous communication, and better accuracy of delivery. The Postal Service itself now completes much of its communication needs through this electronic means. In addition, nearly all households now have access to electronic communications with document producing capability.

I would suggest to you that if we are tasked with continuing to provide universal service at universal prices, that the format be changed entirely to an electronic means of message or document transmission, by providing an individual electronic address for each citizen. For example, each citizen could be issued an electronic address which would be compatible with their social security number. The Postal Service could then interface with existing server structures. All of this correspondence could be electronically tracked and the sender could be invoiced at the time of transmission through an electronic debit system. Parcels could be handled in similar fashion, albeit with a street delivery made. Kiosks could be utilized at current Postal locations, enabling those few without computer access to retrieve and transmit their correspondence.

As an aside, the local U.S. Postal Service Centers could also be utilized as contact points for the new Homeland Security Dept. that has been recently established. There is an established office in nearly every city and town in America. It's a natural, and would save billions, diminishing costs associated with new infrastructure needs.

Although these processes would take time to implement, it should be started as soon as possible in order to meet the rapidly changing communication needs. In addition, monumental infrastructure changes like this would certainly lead to the next question. This question has required intimate attention for years, yet not received it. I have not truly seen the Postal Service effectively deal with our archaic management and labor system since becoming a Postal Employee in 1975. The animosity between Labor and Management is well known due to the tremendous grievance incident and backlog rate that we currently are hindered with. Immediate and sweeping change is needed in this area in order to progress. This action must come from inspired leadership from all sides.

Consider why you have been called to this great task. The overwhelming reason is that the Postal Service dynamic has internally failed to properly manage this great Public

Institution and Service. Making this statement leads to the next important question needing to be addressed.

Secondly, to properly reconstruct this once great and mighty organization, the autocratic and strife based system of operations needs to be totally replaced with a more employee involved, driven system for effective operations. A thoroughly employee actuated form of self management or ownership is what is needed. I am sure you have many statistics at your disposal that show varying indicators, but I will tell you that the culture within the system is rife with unrest and animosity. A great majority of the Postal Service employees are bewildered and disillusioned, craving real change that would enhance their input, ensuring real success. I am convinced that most desire to have a real sense of input and be able to assist in making the change real. An organization is only as successful as its individual contributing team members, and there is virtually no true sense of team within the US Postal Service. It is a house divided and ultimately will not stand without sweeping changes in this particular area. As I have visited with many different Postal employees and Postal Managers over the past several years, one of the major themes is: I hope they offer an early out! I'll take it in a heartbeat! Counting their days... Perhaps some of the older and more costly employees could be easily separated, hastening a transition. As stated previously, this is not talk from a motivated, energetic, and change minded workforce. This is resignation and felt failure over considerable time.

The time is long past for addressing this issue, yet at this time in history, you could be one of the prime movers for that necessary action. Whatever form of true employee involvement process that is implemented, must be tied to true achievement and recognition methods involving all employees. Accountability and Service would be prevalently paramount throughout the Postal Service in this environment. W. Edward Deming has addressed many of these various issues in his book, 'Out of the Crisis'. These concepts are well worth reviewing as you continue your considerations.

One need only look at one of the key indicators relating to this current climate as the ever increasing workers' compensation claims. This is a classic negative, indicating an organization in distress. While our personnel complement declines continually, the costs and numbers associated with worker's compensation costs increase. Working closely with many employees in this status has taught me intimately of the attitude and action regarding this trend. This blight would be seriously diminished with proper management.

In closing, you have a monumental task ahead. I am convinced that the President has made very wise choices in selecting all of the committee members. You in turn must review and move with diligence in considering a multifaceted list of recommendations of which the American People can count on, not to fail. Assistance from active Postal managers and craft employees would be a great addition to your inquiry, review, and decision process. The American Mailing Public desires and needs a cohesive, efficient, and customer friendly system of Service to count on. God Speed in your endeavor."

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"Dear Commissioners:

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These magazines perform a heroic service, ensuring that ideas circulate, views are exchanged, and communities are able to learn about each other. For high editorial content magazines and newspapers which receive little or no advertising revenue, and which must support costs on a small subscriber base, equitable postal rates are critically important to ensure distribution and production.

While independent periodicals make up a tiny fraction of the total volume of mail passing through the Post Office, they are a primary source of information and ideas to the public, the distribution of which helps the post office to fulfill its historic responsibility to serve the national interest.

Some of the proposals to restructure the postal service don't necessarily recognize or resolve the dangerous issues facing the delivery of independent, high editorial, publications. A workable solution could include a rate for high editorial publications, which can be implemented with almost no effect on the rest of the mail stream, but with large impact at the mailbox.

The current devastating spiral of postal rate increases coupled with the on-going restructuring of the post office threatens the very existence of thousands of magazines and periodicals in the United States.

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I do not believe that anybody in the semi-elected Bush administration truly cares for anything resembling democracy. The only value is more money for the big corporations and fat cats, of which your panel are most likely already members. So all of this falls on deaf ears, anyway. But I want you all to know as you go to hell knowing that there are witnesses against your crimes."

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February 6, 2003

The President's Commission
United States Postal Service
1120 Vermont Ave NW Suite 971
Washington, DC 20005

To Whom It May Concern:

**More Mailboxes—More Customers
What does the Post Office do to survive?**

Today we have more customers and more deliveries than ever. How can we possibly survive but most importantly serve out customers fairly. As new homes, towns and cities are built, the US Postal Service must adapt with the changes. Here is a small but important revenue generating idea:

Delivery Network Growth is driven by new household information. In the 1980's, delivery points grew about 1.8% annually. According to a report from the Joint Center for Housing Studies at Harvard University, 1.2 million new households are expected to form from now until 2020 with an average of 1.7 million. This information should be very important for anyone looking at the future expenses of a company or growth of a company or trying to reach more consumers. In 2002, the Board of Governors approved the PARS program, Postal Automated Redirection Systems. This is a great idea but it does not adapt to the source, which is a continuing growing demand.

If a person receives 3 pieces of mail, 6 days a week, that is 18 pieces x 4 weeks x 18 months= 1,296 letters per person re-mailed for free at a big expense to the Post Office. Would a bank continue a losing division if it didn't produce a profit?

In 2002, 1.8 million new addresses were created. In 2002, 43 million Change of Address cards were submitted. In 2002, 5 billion pieces of forward mail return to sender mail or other mail handled alternatively contributed to our negative costs of about 1.5 billion dollars annually.

My idea is to charge a one time fee of \$1.00 for people who:

- a) Register for or establishment of a new delivery point.
- b) Move of forward mail, which includes temporary forwards, and anyone filling out a Change Of Address card.

This "User Fee" will be generating approximately 40 to 50 million dollars annually. This will grow with the population and not hurt the general public or big mailers. We should also keep any changes of addresses in a National Database for today's law enforcement agencies.

Before the Commission offers its recommendations to the President in July, the Post Office should have a contest for 30 days with ideas submitted by employees who work for the USPS. Please accept mine as #1.

P.S.: I also think all letter carriers' and window clerks' uniforms should have an American flag on them."

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"To the Commission:

I, as an employee of the USPS, would like to know why the downsizing in the USPS is ALL employees who actually MOVE THE MAIL? There is ONE manager, supervisor, or postmaster for every NINE employees across the nation!!!! When are they going to cut back on management? That's where the big bucks are going---to pay them for sitting in front of computers and looking out windows while the workers are trying to do the work of 2 or 3 people because we are short handed!!!!"

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"ATTN.: COMMISSION I REALIZE YOU ARE LOOKING AT DIFFERENT ASPECTS TO SEE HOW TO MAKE THE POSTAL SERVICE MORE EFFICIENT I BEEN WITH THEM SINCE 1999 WHICH IS NOT A LONG TIME BUT WAS ALSO IN THE USAF FOR TEN YEARS AND TO BE HONEST SOME OF THE BIGGEST WASTE THAT I SEE SINCE IV BEEN IN IS

1. THE NATIONAL CONTRACT WITH OMEGA TRAVEL. FACT WE HAD An INDIVIDUAL BOOK TO ATTEND A TRAINING SEMINAR WE HAD HIM BOOKED ROUNDTRIP AIRFARE FOR LESS THAN \$400.00 BUT WHERE TOLD THAT WE HAD TO USE OMEGA TRAVEL PER CONTRACT NOW THE AIRFARE COST THE SERVICE IN EXCESS OF \$1300.00 ALMOST A \$900.00 INCREASE
HOW IS THAT COST EFFECTIVE.

2. THE USPS PURCHASE NEW VEICHLE TO REPLACE ALL THE JEEPS FROM FORD THE ARE CLASSIFIED AS FFV.THEY HAVE BEEN IN SERVICE APPROX. TWO YEARS WHO EVER BROKERED THAT DEAL KNOWS

NOTHING ABOUT VECHILE AQUASATION FOR EXAMPLE THE VMF HAVE NO SHOP MANUALS OR THE SPECIAL TOOLS THAT WILL BE REQUIRED TO REPAIR THEM WHEN THEY GO OUT OF WARRANTY OR THE TRAINING SO NOW UNLESS THE POSTAL SERVICE DOES SOMETHING THE WILL BE PAYING DEALERSHIP TO REPAIR THE VECHILES IN THE LEAST THEY SHOULD HAVE HAD SHOPMANUALS AND SPECIAL TOOLS INCLUDED IN THE CONTRACT PRICE FOR EXAMPLE A NEW CAR DEALERSHIP WHEN A NEW CARLINE OR MODEL CHANGE ACCURS THEY HAVE NO CHOICE THE SPECIAL TOOLS AND MANUALS ARE AUTOMATICALLY SENT TO THE DEALERS AND BILLED TO THEM.

NOW THIS IS JUST ONE VMF LOOK AT THIS ON A NATIONAL LEVEL AND CONSIDER THE COST.

I WILL GIVE ONE MORE SAMPLE OF WASTED COST AT OUR FACILITY AND NOTE THIS WAS DIRECTED AT ALL VMF

THE POSTAL SERVICE DIRECTED THAT ALL LOCKS IN THE LLVS THAT WERE 3 TUMBLERS BE REPLACE TO A 7 TUMBLER AT A COST OF APROX\$300.00 PER SET FOR SECURITY WELL THE FUNNY THING IS THAT ON AN AVERAGE OF 2 TO 3 YOU COULD TAKE A KEY CODED WITH THE 3 TUMBLER AND USE IT ON THE NEW LOCK WITH THE SAME CODE WHEN IT WAS BROUGHT UP TO THE HIGHER LEVEL WE WERE DIRECTED TO STILL DO IT IF THAT IS NOT FWA I DON'T KNOW WHAT IS IMAGINE IN EXCESS OF 300 VECHILES AT \$300.00 DOLLARS A POP TO COME TO A GRAND TOTAL OF\$90,000.00 NOT INCLUDING LABOR THAT REALLY DID NOT ACCOMPLISH WHAT THE SERVICE WANTED TO “

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“Reasons to give Civil Service workers early outs:

- 1. Civil Service workers are at the top of the pay scale. A new hire would earn about \$11,000 less per year than the top pay Civil Service worker, saving the postal service about \$3 billion per year.**
- 2.Civil Service retirement is more expensive to the post office than FERS. Replacing the Civil Service employees with new hires would save the postal service another \$2.5 billion per year.**
- 3.With the Civil Service people retired, the postal service would no longer be paying their share of the person's health insurance. This would probably save the postal service another \$1 billion per year.**

From past history, early outs have not enticed people to retire unless they were accompanied with buyouts. I recommend offering the maximum of \$25,000 as a buyout for all the CSRS employees. This would give the employees some money to decrease debt, or for the ones wanting to continue work, money to go back to college or other training.

I also feel the CSRS employees would not be enticed to retire early unless the 2 % reduction per year for age were waived and no reduction for not having 30 years of service. I feel like the desired results would be achieved if the CSRS workers were allowed to retire with no penalties and a \$25,000 buyout.

Some of the CSRS employees could be retained temporarily as trainers, giving their years of knowledge to the new hires. This would ensure a smooth transition period with no drop off in service quality.

I think I speak for thousands of members in the city letter carrier craft when I say we are **TIRED**. We are tired of being raked over the coals on nearly a daily basis over the amount of time it should take to carry our routes. We are tired of being watched constantly by management. We are tired of being pushed, prodded and harrassed. We are tired of being told how bad workers we are. We are physically tired from routes that are too long and relays that are too heavy. Our backs hurt, our shoulders hurt, our knees hurt and our feet hurt. Because of DPS mail and the way we must hold mail split in our left hands, we are acquiring carpal tunnel symptoms in our left hands. The way we must carry the mail now greatly reduces our visibility, so we much more often run into objects and step into holes. **HELP!!!**

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- “1. Eliminate mail delivery to business addresses on Saturday
2. Set up a viable system to track Priority Mail delivery
3. Set up a system whereby claims for insured parcel and Priority Mail deliveries do not take 6-12 months
4. Assure time of 1st class delivery to business addresses
5. Survey small and medium business users as to their needs and gripes; seems like you have to be "Lands End" size to get your views across
6. There is a huge potential for business. Shipping via FedEx and UPS is EASY. Using USPS is not easy at all.”

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“February 10, 2003

Dear Sirs;

For nearly 230 years American postal workers have provided mail service to every American Community, a mission that was established by our country's founding fathers and was reaffirmed in the Postal Reorganization Act of 1970. The law states, “The Postal Service shall have as its basic function the obligation to provide postal services to bind the nation together through the personal, educational, literary, and business correspondence of the people. It shall provide prompt, reliable, and efficient services to all communities.”

From this statement alone, you should gather that the decisions on how to reform the Postal Service for the 21st century cannot be undertaken lightly. The decision needs to be based on the premise that this is first and foremost, a service to the American people. We should not cater exclusively to big business clients, but to the wishes of the American people. They want to have their mail delivered to them 6 days a week, and be able to go to the local community post office for stamps and other mailing needs. That is the “service” part of Postal Service. And it seems Postal Management has forgotten this. Please, don’t you forget it.

The Postal Service is in trouble because it is negotiating “giveaway” postage rates to big business clients, which results in the Postal Service closing plants, moving workers, and eliminating thousands of jobs to reduce costs. Big business mailers receive as much as 10 cents discount on bulk first class mailings, at a cost to the Postal Service of billions of dollars. With the new technology the Postal Service is installing in plants across the country, the savings generated by having these mailers “prepare” their mail prior to receipt is negligible. While these advances in technology have been used by the Postal Service to do away with thousands of jobs and to move people as much as 500 miles to work another plant, the same changes have not caused a decrease in the discounts these mailers receive. Therefore, more closings are the order of the day, especially in rural communities and small towns, where the small post office has traditionally been a centerpiece of the community. I doubt very seriously that many consumers volunteered to drive 50 miles to the nearest postal facility and then wait in line 45 minutes for the services they have always transacted locally. Again, we are supposed to be a “service”.

USPS Board of Governors Vice Chairman S. David Fineman, speaking to mailing industry leaders, was quoted as saying “a congressman “ranting and raving about XYZ community might be right because XYZ will be terribly affected... But I’ll tell you right now, if you people and others don’t have any backbone and stand with us as we begin to downsize the Postal Service, it will not happen...” It is painfully obvious that he doesn’t care about the communities. I hope you will take the communities into consideration before making your recommendations to the President.”

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“I don't think the USPS should be involved in any way with email services. I rely on email so much now because the Postal Service has deteriorated so much. Email may be plagued with spam, but that's not any concern of USPS - they need to ". . . remove the mote from thine own eye . . ." before attempting to solve problems in a completely different venue. I'm not sure exactly what the USPS can do, but around here, the service has gotten really lousy - whatever I am required to mail, I take to the post office personally because I can not trust our local carriers not to lose or destroy it. I access and pay most of my bills online because of undelivered statements and payments being late for unknown reasons. I have a collection of those little pre-printed plastic apology bags they send you when something gets torn up to the point of being undeliverable. That pre-printed apology doesn't mean much when my telephone service gets cut off because the check was (only 5 days) late (which is reasonable for our local post office) or got

torn up and never delivered, and I know I paid it but don't know what happened to the check for 2 or 3 months. That is exactly why people get so upset every time they hear of a postal rate increase. The USPS is complaining because they are losing revenue to the internet, but they should look within their own department for the reasons why. A good many people don't trust the internet for privacy reasons, but delivery is not as big a problem as with regular post, so it comes down to choosing the lesser of two evils - or at least the service you can depend on. The USPS will have to either provide lower rates or greatly improve the quality of their service in order to compete with internet, and probably need to find a way to do both just to regain their reputation.

The idea of selling advertising on postage stamps that was rumored a few years back, was not a bad idea in my opinion, so long as it passed the savings on to the purchasers (who have to look at the advertising). For those who opposed that idea, insisting that postage stamps should remain a work of art, perhaps you should provide a choice. Print both kinds of stamps, and let those who want to maintain the aesthetic appearance of stamps purchase premium stamps at a higher price, but let those who will accept advertising on their stamps in exchange for better value be allowed to purchase "Ad-Stamps" for postage at a discounted price. Don't for higher priced stamps on all for the sake of a few. In my home, we don't purchase expensive "art" for our walls, we can't afford that luxury - we frame pictures of our children taken at the Wal-Mart Photo Studio (PCA). So why do we want to be forced to purchase expensive artwork on stamps that will get ink streaks printed on them and eventually destroyed. I don't sit and gaze at my stamps for hours on end before sending a piece of mail."

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"With the advent of automation technology so entrenched within the Postal Service's mail processing structure, it only need one mail processing unit, one craft, not two. I suggest consolidating the Postal Clerks and Postal Mailhandlers into one craft thus fully utilizing 100% of employees. This will eliminate cross crafts issues and streamline personnel assets. Clerks no longer utilize schemes to sort mail because of automation. Therefore, what's the difference between a clerk and mailhandler? Nothing.

If this proposal is adopted, the Postal Service can cut employees and streamline the workforce."

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"I have reviewed the six issues that you are tasked to investigate and address.

Tasks 1,4 and 5 all deal with the bottom line of universal mail delivery to all citizens. The 21st Century is no different to our constitutional right to "universal delivery". After researching number 4 - a major overhaul has to be done in order for

the service to maintain operations. There has been some improvement in the past two years as witnessed in the formulation of the "Transformation plan".

The first two years concentrated on the cutting and streamlining of the rank and file workers. As a veteran postal worker I have seen significant reduction in positions on the floor. GAO report 03-118 shows the following reduction in force:

2001 - 11,500

2002 - 23,000

2003 - 12,000 approx.(a)

All these jobs have been clerks, mailhandlers, letter carriers and office workers.

These cuts are great news on reports and to the media but management themselves have remained untouched and even provided themselves with a 10% buffer with the Associate Supervisor Program, which developed non-postal supervisors with a 12-week training course. This insulation almost guarantees management absorption of a reduction and nothing will change except the bottom line of defense will be removed.

Approximately 10 years ago there was a reduction in force and news was made when the USPS announced they were eliminating level 15 and level 21 positions. What the general public did not know was that they were eliminated on paper and personnel were increased to level 16 and level 22's. Last year USPS announced the elimination of bonuses yet all level 16's were upgraded to level 17 and this is just for a floor supervisor. The media and Postal service spokespeople will always place the blame on the workforce for the excess expenditures. This is always fielded from WDC headquarters to the media around contract time. Again quoting GAO report

03-118 , pg13., there are 676,912 full time employees and 69,160 managers. This is a ratio of 9-1. It is too bad that our school systems do not have this ratio as then our future leaders would know geography.

I feel that substantial cuts in redundant management positions would provide future savings for the USPS. As an example of the rank and file cutbacks; the mailhandlers at the Springfield BMC have lost so many jobs that they have been on mandatory overtime 10 hours a day and seven days a week since July 2002. The reason being there were 166 jobs on the day shift and with the cuts and attrition there are less than 100 people to do the jobs and the building need 115-125 to operate on a daily basis.

Yes, again the workforce has been downsized but to the detriment of the overtime budget which apparently did not make the GAO report.

Operating expense can be lowered with the refining and adjusting managers nationwide -

- there is no need to pay a level 11-13 postmaster at a small rural post office when a level 6 clerk could do the same and craft work too.(c)
- Eliminate duplicate job assignments; management has no qualms in the deletion of craft jobs yet on a daily basis on each tour there are 2-3 General foremen L-22 and 2-3 Senior MDOs (mail distribution officers) L-24 when one of each would be sufficient.
- Take a serious look at the expenditures of L'Enfant Plaza and the Area offices and you will see the definition of pork belly expenses.

This is the insulation I referred to earlier. Supposedly our Board of Governors is to hold management accountable for results yet they are never held accountable.

#5 Task - Monopoly restrictions for the public interest

The mailing market continues to grow yet the Postal Service is still utilizing outdated principles of accountability. Bulk mail Centers are the core of the Service; providing acceptance/transportation and the processing for all mails. In order to advance the public interest the Postal Service must streamline BMC's to operate efficiently.

1. Base efficiency on outgoing product rather than the outdated and curved unload concept

2. Thin management staff as outdated positions are still being filled yet rank and file outdated jobs are eliminated.

3. Reign in transportation costs to eliminate double and triple transportation.

Contracts now are for four years, change them to two years with a clause that allows the USPS to amend contracts as mail volume fluctuates up or down.

4. General Mail Facilities will still process express, priority and first class

but in order to make up for "declining volume" dedicate tour 1 (2300-0700) to process BBM, NMOs, and parcels and relieve backlog in the BMC system.

5. Flexibility in rates is not needed when FEDEX and UPS both rose rates 1/6/03

4%, the volume of parcels increased at the USPS. The Postal Service should increase the amount charged for NMOs (non-machineable outsides) as we are the only option for shipping besides freight companies that is expensive.

Cuts in unfunded liabilities:

1. Workman's Compensation liability accounts for 8 billion dollars yet with an early reduced retirement for light and limited duty employees monies would be saved.
2. Post retirement benefits - 45 billion dollars. If the USPS put out an NSA (Negotiated Service Agreement), contract one or two carriers for 45 billion dollars in insurance benefits; I am sure there would be a radical decline in price and increased benefits. The same could be said for the present insurance system for full-time employees.
3. Labor - Management relations:

Presently almost all grievances are referred to arbitration. There they are either pre-arbed or sent to arbitration. Millions of dollars are spent on small local issues that should have been settled at the local level. The UAW only sent 60 national arbitrations in 2000 and the Postal Unions submit 1,000's every year. Management and the unions must agree to keep the Postal Service solvent or they will both lose in the long run.

#6 Task - Governance and Oversight:

The Board of Governors while it is a prestigious position, they do not hold the USPS accountable for their many failings. The governors have no power to institute change. Research should be made before changes are made in automation and general postal regulations. Profit is there if the Service is held accountable for misuse of funding.

Postal Reform Commission must suggest an overhaul of management and their flagrant disregard for monies that belong to our citizens. please review

the GAO report 03-118 for their comparisons of models. (d)

The formation of an independent panel with 2 representatives of all crafts as well as 2 people from the USPS in Washington. This board will change members every two years and be able to suggest to both Congressional committees' changes and policy. This board will meet every six months to review studies and Postal and non-postal numbers and figures.

I hope there are some suggestions in this letter that will spark your interest and save the USPS for many centuries to come.”

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“Sir or Madame

I am presently a full time letter carrier with over twenty years of experience with the postal service. I worked in many different areas of the usps and I could answer many questions concerning the operation of the business of processing the mail. I believe that the usps is a viable means of communication in this age and needs an overhaul. As a letter carrier I see how the American public relays on the mail to purchase goods and communicate with friends and family and paying the never ending bills. Over the years I have seen this great system deteriorate to a level that is disgraceful. It is failing in its ability to provide the service it was created to perform. Please contact me. I want to help save this great American institution.”

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“I am very concerned that the Postal Service retain universal service within the public sector. On a daily basis, I see the enormous practical advantages in a single, integrated, public postal system. Every day, mail is gathered at the Portland Main Office for the Portland metro area, and secondary city facilities in Oregon and SW Washington. Here we process and distribute mail in large production runs, where all the mail for a given three or five digit zip code can be done in one place at one time, maximizing productive use of machinery and time. No matter how a privatized postal service might be split up, whether integrated firms competing with each other nationally, or franchised, local utilities, these economies would be lost. In the competitive scenario, several different firms would compete along the same routes, with multiple trucks and letter carriers covering what's now done by one delivery run or carrier. In the franchise scenario, different firms with different service standards would have to mesh what is now a seamless national operation. In either case, support and administrative functions would be needlessly duplicated. These inefficiencies might be apparently overcome by 'cutting costs.' Given that private firms would have additional costs for profit, executive salaries, marketing etc. cost cutting could only mean reduced wages, employment and/or service. Lower income and service

is not a sign of market 'efficiency,' rather that the market would fail the largest constituencies served by the current postal service, employees and the public. The Commission should not interfere with workers rights to free collective bargaining, through representatives of our own choosing. I believe the Presidential Commission should investigate legitimate complaints that the individual, First Class consumer is bearing an increasing share of costs, that window operations are being cut, making them less accessible, that pre-sort operations receive discounts well above the actual savings for the Postal Service they produce. I believe rate cases can be handled more quickly, and with more transparency by the Postal Service and rate commission. The Postal Service has delivered mail, within the overall rate of inflation, for over thirty years. Recent revelations that our retirement system is over-funded hold the promise we can right the current deficits with no increase in prices. 'If it ain't broke, don't fix it.' The Commission would do well to proceed from the actual condition and experience of the Postal Service, not currently popular slogans about 'privatization' and 'market forces.'"

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"Dear Sirs:

I regret that I do not have enough time to devote to this important task. As a 16 year veteran Rural Carrier I have much to say about the future of our service. I ask that you give close attention to the working rules for the Rural Carrier craft. I think that within this framework you will find a model for a cost effective and modern delivery system for the future of the Post Office. Take special note of the evaluated pay system. Although it has come under fire of late and is in need of streamlining and updating to keep pace with available technology it has proven to be an extremely workable means of both providing fair compensation and an incentive for hard and organized work. The bringing of our services to the farms and small towns served by Rural Routes has proven equally useful to do the same for suburban communities. When every mail truck in our fleet becomes a "Post Office on Wheels" the need for ever expanding retail facilities will be greatly reduced and the people we serve can stop spending time standing in lines fuming over the price of a stamp and go back to their lives. I admit to a certain bias but the facts will speak for themselves. Take the time to talk to a few Rural Carriers and the managers who work with them. It will be time well spent."

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"Good Morning,

While you folks are considering restructuring the USPS, please look into the delay in implementing new technology for automated mail.

I'm a Rural Carrier in Sutherlin, Oregon. My co-workers and I have often questioned why large mailers such as PP&L , Avista , Qwest , Charter Cable , and even the local city sewer and water bills are not

machined for speedier delivery. We know that our main sorting center in Springfield has the machinery.

We wonder why our office is not automated when the sorters have been online for years. If the technology is cost effective, should it not be in use for every office ?"

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"It is with great care that I examined not only the documents establishing this Presidential Commission but also the information relating to the establishment of the various subcommittees that will deal with the issues contained within this review. In addition I have also reviewed the notes relating to the first meeting of the Commission that took place in Washington on 8 January 2003.

As an interested party in the affairs of this Commission, I would like to share with you some of my views and concerns within the Public Comment Period as approved during the 8 January 2002 Public Hearing in Washington, DC.

My comments and or concerns are as follows:

1. I reviewing the six points contained within the mission plan for this Commission and the Executive order that established the commission, I find that the international area of the Postal Service may afford the Commission some "real time" experiences as this area relates: a) to Universal Services regulations contained within the Universal Postal Union's Charter, signed by the President and approved by the Senate; b) the relationship of pricing in an environment that is not controlled by the Postal Rate Commission but by the Postal Service itself; c) the role of competition from other foreign postal administrations and other private sector companies; d) the use of "agreements" that offer significant discounts for work sharing; e) evaluations relating to profitability from a USPS financial position only and f) international regulations such as the new round of the W.T.O. that may effect the international distribution area of the Postal Service in the future.
2. International Distribution of articles by the Postal Service effects several other governmental agencies. The agencies effected are: State Department (Mandated by Congressional Legislation), Department of Homeland Security, U.S. Department of Commerce and the Executive Office of the President, U.S. Trade Representative. Each of these agencies is a stakeholder in international distribution procedures and actions of the USPS.
3. In review of the information relating to the various subcommittees that have been established, I have found that this important international related area has not been specifically addressed. I hope that this area will be given sufficient review and discussion to insure that all aspects of the Postal Service are investigated.

I would like to thank you for permitting me address my concerns over the possible omission of evaluations relating to the International Distribution (Inbound and Outbound) of articles from U.S. citizens or foreign citizens that are effected by this area.”

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“Sirs,

For many, many years the U.S. Postal Service has given the american public excellent service. Even today when I want the most reliable method to ship parcels I go directly to the Post Office.

Will privatization give me better service? Never! So far privatization at the local and at the state level has given me only worst service and eventually higher taxes.

Private companies will not take on the overall and awesome responsibilities of the Postal Service. Their ambition only extends to the easy areas, the high profit items. The Postal Service must continue as it is so that the profitable areas can support those activities that are unprofitable. Carving it up will serve no good purpose.

I doubt that one private company in the world could show as good a bottom line statement as the U.S. Postal System if it had to accept the total number of responsibilities of the Postal System.”

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“To Whom It May Concern:

One of the serious things your commission should consider is the possibility of early retirement for those Postal Employees who are over 50 years old with less than 30 years service. The current law states employees who have reached age 50 with any years of service may volunteer to retire and received a pension at a reduce rate of 2% per year under age 55 and under 30 years service. One suggestion I would like the commission to consider is the possibility of allowing those employee's who wish to retire earlier is to allow those employee's to retire on full retirement without any reduction on their pension. It has been done in the past, by adding 5 years, and adding one year salary pay as an incentive to those who do retire early.

My reason for making this suggestion is it will allow older employees the option to retire on a full pension, and make room for younger graduating students from High School and College with an opportunity to find employment with the Postal Service and decrease the unemployment in this country, by providing jobs to the younger generation coming into the work force.

Another suggestion is to downsize management in the Postal Service. It was tried before when Marvin Runyon was Postmaster General. However, his mistake was allowing upper Managers and Supervisors to retire early, and in doing so, created more havoc, because the majority of Managers and Supervisors, did not retire as expected.

What happen was an influx of regular employee's (the work force) who left the Postal Service in droves. This mass exodus caused a great

deal of concern for the Postal Service, because all the knowledgeable career employee's left leaving the Postal Service leaving newer employees without the knowledge to run the Postal Service. Those Managers and Supervisors on the other hand who remained, received even higher positions with higher salaries, increasing the Postal Budget even more than before.

My suggestion is to decrease the size of Management by eliminating management positions. It doesn't take a rocket scientist to tell you it doesn't take 5 supervisors and 10 training supervisors to run an office.

Postal Service employees can and have run Post Offices throughout this country effectively without any supervision at all. In fact, given the proper training and tools to do their job, they will give 100% or better to do the job correctly, safely, than being under the burdensome yoke of managers and supervisors, who are there in most part to aggravate the work force. One knowledgeable Supervisor can run an office of 100 employees effectually."

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"To: The President's Commission on the United States Postal Service

Honorable Commission:

I write to you as both a citizen and a customer of the Postal Service, as well as a concerned employee of same. Obviously as an employee, the long term stability and viability of the USPS is very important to and my family and I. I wish to offer some observations for your consideration to achieve that end.

There are many things that need to be changed in order for the USPS to remain a viable entity in our Nation. In my mind the most important are these:

1. Managers must be held accountable for decisions that result in delayed or damaged mail.
2. Managers must be held accountable for monetary awards to the bargaining units for flagrant Contract violations.
3. New technologies should result in a decrease in the number of managers necessary to run operations.
4. The Postal Reform Act intended to eliminate political appointments within the USPS. This needs to be implemented.
5. Mailing standards need to change. The USPS policy of "We'll mail anything" is no longer viable.

In brief summary:

Managers must be held accountable for decisions that result in delayed or damaged mail.

Daily, we see managers in P&D centers make decisions, or worse, FAIL to make the decisions, that could result in our customer's mail being delayed, damaged, or outright destroyed. That is not what we exist for. Our purpose as I see it, is to not only meet our service commitments, but to clear every piece of mail, every day, and to have it look as pretty as it was when it was mailed. When I started with the USPS in 1993, that is all they preached. EPED! Every Piece, Every Day! Lately, it has become a game of pointing fingers and crunching numbers. Operations supervisors will demand that Mail Processing Clerks push every piece of mail through a machine that even resembles machineable mail, in order to possibly raise that all important DPS percentage. Unfortunately, these same managers refuse to invest the necessary hours (rather days and weeks) learning all the nuances of mail processing by working with experienced processors who know the equipment, and what it is capable of, and what mail will ultimately be the best candidate mail for DPS. Ten years ago, we were trained to try to get all the number 10 envelopes upgraded first. Now there is no protocol, only numbers. Rather than running through good clean letters, we must run through, and often shred in the process, foldover church bulletins, school newsletters, and single sheet foldovers that have no chance of making it through the machines intact.

Also, if a machine goes down, or if the mail is heavy, the supervisors never seem to notice until it is too late. Where are they? Perhaps in the office or up by the copier visiting. Maybe playing computer golf. Maybe working on TACS. Anything but what they SHOULD be doing. This must stop if we are to remain viable.

Managers must be held accountable for monetary awards to the bargaining units for flagrant Contract violations.

Managers often knowingly violate Contracts for various reasons. The most common are ignorance and arrogance. Neither is tolerable. Managers have an obligation to know the agreement that governs their charges wages, hours, and working conditions. One manager suggested to me once that any supervisor who violates the same provision twice should pay the settlement out of his pocket the second time. I cannot agree more. As it stands, supervisors couldn't care less. It is no skin off their nose if the USPS has to pay twice for the same work, so they will violate the Agreement can pay the grievance, just because it easy. I'd bet if the cash came out of their own paycheck, they'd start thinking twice.

New technologies should result in a decrease in the number of managers necessary to run operations:

No brain surgery here. Ten years ago, the supervisors had no computers. Now, each has one. We have less employees than we did when I started, yet we have in this facility in P&D, one additional full time supervisor, and two additional part time ones. This is a total waste of money.

The Postal Reform Act intended to eliminate political appointments within the USPS. This needs to be implemented.

Universal service and delivery are mandates to the USPS. We can meet these ends for less money if we apply some common sense to the current situation in the USPS.

In the 1960's postal management put forth several documents stating that managers should do "as little lower lever work as possible". The old Post Office Department stated in numerous policy letters that it is not in the best interest of the Department to have managers doing lower level work on a regular and routine basis, unless it is required to meet service standards. The USPS and APWU agreed to this practice as recently as 1973 that managers should perform lower level (read "Bargaining Unit") work ONLY as required by the workload. Management has twisted this to mean, "As we see fit".

Indeed, Arbitrator Sylvester Garrett, in a National level arbitration award, stated that when the need is determined to reduce hours in an office, management should look at other avenues to achieve this end, rather than just targeting hours worked by bargaining unit employees. In practice, however, the USPS has never seriously considered cuts in management.

In practice in 2003, in smaller offices, quite the opposite is true. Though an office may require only a few hours of window service per day, requires little manual distribution of mail due to automated processing at a sectional center, and really only needs to be operating three or four hours per day, the USPS continues to staff such an office with a full time postmaster. As the clerical workload is reduced, it is the bargaining unit clerk who pays the price. I believe the reverse should be true. In most offices, small towns are so close in proximity that a few, perhaps up to five or six, could be "administrated" by one full time "area" postmaster, and each office staffed by part time clerks, each only for the amount of time actually required by the needs of the community. It is senseless to maintain a full time schedule, maintain full time management salary, benefits, etc., in an office to sell a book of stamps on a good day. Put simply, the days of each and every office having its own postmaster is clearly a throwback to the political appointments of the old Post Office Department, and should cease with the reporting out of the Commission.

Mailing standards need to change. The USPS policy of "We'll mail anything" is no longer viable.

When all mail was handled manually, it really didn't matter the shape, size, or thickness of the mailpiece. As long as it had a legible address, it got delivered, period. Now, in our day of ever increasing automation, that practice cannot legitimately continue and see the USPS successfully meet long term goals of increased DPS processing of letter mail. Even processing of flats on AFSM 100s and FSM 1000s are effected by outdated policies.

If standards were changed to require that all barcoded letters bear their barcodes in a certain place, that window envelopes used must meet certain standards to ensure machine readability THE FIRST TIME, and that only two or three sizes of letters be accepted, the rise in DPS percentages would be astronomical, greatly reducing office time for letter carriers. That was supposed to be the goal of DPS to begin with. The corresponding reduction in jams on automated equipment would also greatly increase productivity in the plants by the clerk craft.

Also, flat mail wrapped in plastic is a problem with plastic ripping, sticking together with other flats, etc. Better materials need to be found and used to increase efficiency.

Indeed your commission faces a daunting task. I hope I have helped to shed some light on some of the problems I see with the USPS as it is today.

Thank you for your kind consideration.”

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“Dear Commission,

I want to thank you for allowing my to voice my opinion as a small business owner and taxpayer. I am writing you to voice my concern over recent USPS policies and ventures, which have simultaneously strayed from its original mandate while significantly hurting my business and the other small businesses in the area. Because of financial difficulties, the USPS chose to enter into new business ventures that are neither adhering to its original directive to “bind the Nation together” by providing the uniform and systematic distribution of the mail nor are they providing altogether fair competition for local businesses.

I am the owner of a Passport Photo business in San Diego, California, which I founded 27 years ago. In the local market, the competition in this industry is quite vigorous. My four locations are only a few of the several hundred bus inesses in the greater San Diego area offering passport photo services. Because of that robust competition, I have been forced to emphasize service and location, as well as operate on a very narrow profit margin.

In the particular industry I operate in, the USPS has a monopoly on services because of government policies and regulations on the passport application process. To obtain a passport, a citizen must apply in person at a Passport Office, which are situated within various USPS locations. Four years ago, the USPS opted to enter into the passport photo market here in San Diego County, offering the same services in USPS locations as hundreds of existing private businesses already do. Citizens are required to go to the

USPS in for the passport application process, therefore giving the USPS a captive audience on its services.

Additionally, because of the nature of the service, most citizens are unaware that private businesses offer passport photos and related services at a significantly lower price. Often, citizens discover the necessity for passport photos and services while learning about the passport application process at a USPS location and are not told that they have the option to seek a competitive price from a private business. Therefore, the proliferation and maintenance of this captive audience is instrumental in the reduction of fair competition.

The argument of customer convenience stressed by the USPS is unfounded when looking at San Diego county. In fact, the location of the USPS passport photo services is crucial to my concern over unfair direct competition. When I entered into business over 27 years ago, I intentionally situated my locations directly next door to USPS passport offices so as to make customer convenience a crucial focus of my service. This is an example of how the industry already provides convenience to the customer, therefore invalidating the argument of the USPS. As a taxpayer who supports the USPS, I am, in essence, paying the government to go into direct competition with me.

Unfortunately, the USPS's passport photo program also offers services at a significantly higher price to the consumer and additional cost to the taxpayer, while simultaneously eroding the local tax base. What most citizens in the midst of the passport application process do not realize is that the \$15 the USPS will charge for each passport photo is about 50% higher than the price offered by an existing, competitive tax-paying industry. This price discrepancy coupled with the USPS monopoly on passport photo services, creates a situation where there is no conceivable way our industry can compete effectively with the USPS.

Already operating on narrow margins, we simply cannot survive the reduced revenues that have followed the USPS's entry into this market. Many operators, including me, are being forced out of business and the impact will radiate further. For example, our industry pays sales tax, payroll tax and workers compensation taxes to state and local governments. Thus, the loss of our industry would impact both the state and local taxbases. Our industry employs many people who pay taxes and spend paychecks that help support the local economy. If these people are without employment, not only will they have no money to spend to support the local economy, they will likely seek unemployment benefits or bankruptcy, costing the government and taxpayers more money. Our industry spends thousands monthly in advertising and it is unlikely that the USPS Passport Photo program will replace the advertising revenues lost when our industry shrinks or disappears.

My business, **[name omitted]**, has suffered considerably at the hands of the USPS. Since the USPS started offering passport photo services in an unfair manner, my passport photo business has decreased by 50%. In the last four years, my profit margins have virtually disappeared and I now face the threat of having to close a family business that once

thrived for over 20 years. My business has been able to survive recessions and times of diminishing consumer travel, but it is not and will not be able to survive the loss of business to the USPS and unwarranted government interference. As a business owner, I expect and deal with fair competition from other private businesses, but am both outraged and unable to survive with direct competition from a government monopoly.

This submission is representative of both my rights as a politically active American citizen and my concern as a private business owner. I commend the President for taking the initiative to appoint a Commission to investigate the current policies and ventures of the USPS. On behalf of my family, my employees and the local passport photo service industry, we thank you for your willingness to examine this matter and to take small business owners into consideration when analyzing acting on this issue.”

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“How to Save Millions Without Affecting Service

Experience has shown me that everytime an Associate Office Postmaster is gone-either through a temporary duty assignment_or through a vacancy period when no new postmaster has been selected_That things run just as smoothly with the station manager acting as postmaster, I have seen station mangers do both jobs for months on end with plenty of time to spare.Combine the two jobs. The "Postmaster" makes hardly any decisions without consulting with higher ups at region. There without consulting with higher ups at region. There is also an MPOO that oversees the Associate Offices. Call the job (Postmaster) what it really is a (Station Manager). I know of a station manager that was managing a station with over 100 routes, and got promoted to "Postmaster" at a small rural office with only a dozen or so routes to manage and got a pay raise! This is not good business>

How to save by increased revenue, several more Millions .We are first and foremost a delivery service. Forwarding mail for "free" as never been truly free-the cost is factored into the price of postage. To provide good service while maintaining rates-We should give mailers an incenive to maintain updated mailing list. This incentive would be in the form of the mail being sent to CMFU as it is now-CMFU would affix the same yellow forwarding label-But instead of forwarding to the adress of the yellow label-It would be returned to the sender with the yellow label showing the correct new address. The sender could then update list and resend the letter in another envelope (37 cents) for delivery to the correct address.”

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“Dear Presidential Commission:

I am a full-time regular postal clerk in the southwest. I have been a career employee for nearly 10 years. I am a college graduate and

registered republican. Having worked in the postal service for 10 years, I can tell you that the system needs some work. However, I do believe strongly in the postal service and want to see it continue for many years into the future. The postal service does need some adjustments. Some of the adjustments might include universal seniority, better advancement opportunities, and more and better job training. One thing that needs to happen is for the GAO or an independent organization to establish standards for labor and management. The postal service has too many tails wagging the dog.

I sincerely hope that you will adjust the postal service rather than abolish it."

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"In order to make the Postal Service financially viable and continue universal service to the American public, I would propose that multiple schedule basic pricing agreements offer high, medium, and low rates based on volume for high-volume mailers. This would permit the Postal Service to have some flexibility of the profitable business and electronic market, increasing revenue by more than what can be generated from first-class letter mail, which is increasingly vulnerable to electronic diversion.

The Postal Service, however, should not be allowed to either privatize or have less oversight. PMG Potter stated that the Postal Service emerged in 1970 from a "flawed system". Thirty years later, the USPS is still flawed. Privatizing would negate universal service. Because of the corruption within postal management hierarchy, the commercial government enterprise would allow for more fraud, waste, and abuse than already exists in this agency, a government version of Enron. As a veteran postal employee I have experienced, as many have, the ongoing mismanagement resulting in fraud, waste, and abuse; labor-management problems costing millions in settlements and the human toll nationwide. The fact that Postal Service employee complaints represent one-third of the EEOC's federal sector workload proves that there is mismanagement at every level.

As a Postal Service employee, I propose that the best business model is for the Postal Service to remain a break-even government entity with oversight from the Department of Commerce. The Postmaster General and the agency would report organizationally to the Secretary of Commerce, which effectively would eliminate the need for the Board of Governors. This model precludes having to establish yet another Cabinet post, but rather reinvents government, and would not require establishment of committees for each branch of Congress.

In summary, this model maintains the focus on delivery of mail or affordable universal mail service with a fair market share of electronic (Internet) delivery of products through basic pricing agreements based on volume and sufficient to maintain a break-even budget.”

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“Considering the low mail volume (I am a letter carrier) that I have seen and the total waste of having mail trucks on motorized routes running for 6 and 7 hours a day, I feel a buy out for the carriers would be a needed move for the Post office. With 5 day delivery, all of the swing carriers could be eliminated. This buy out and 5 day delivery would eliminate the older, slower carriers, and keep the junior carriers. That alone would be a savings in the salary department. The use of transitional employees for the first few days of the week would enable the mail volume on those days to be dealt with. And transitional employees are paid no benefits. Having been a carrier for 28 years, I have seen a lot of different tactics bring tried. For once, some one should listen to the carriers and not a bunch of people who have not seen the operation first hand. Even if 5 days wasn't eliminated, the use of buy outs for older employees would still be a substantial savings. Younger carriers are needed, this is a physically demanding job, older carriers are good, but understandably much slower.”

* * * * *

“February 12, 2003

I would like to file comments in the President’s Commission on the United States Postal Service. I have been an individual intervenor in various dockets of the Postal Rate

Commission for some fifteen years now. Over the years I have developed considerable expertise on the activities of the United States Postal Service.

My belief is that the Postal Service has abused their current freedom with respect to their ability to adjust service standards. Other than one proceeding before the Postal Rate Commission in 1989, the Postal Service has not utilized the provisions of 39 USC 3661 to seek advisory opinions from the Postal Rate Commission prior to implementing a change which will affect service on a nationwide or substantially nationwide basis.

The Postal Service eliminated processing of outgoing mail on Sundays and most holidays without seeking an advisory opinion. The Postal Service changed the delivery standards for First-Class Mail by changing many areas from 2-day to 3-day delivery.

Perhaps the most flagrant abuse has been as a result of the EXFC program that was established a number of years ago to provide an external measurement of the delivery of First-Class Mail. Because of the pressure to achieve results in this program, local managers have changed many items in apparent violation of the Postal Service's own policies. Collection boxes located in front of postal facilities and at high-volume locations that are required to have a weekday collection time of 5 PM or later are being collected prior to that time. Collection boxes located in residential locations that are required to have a collection time in the afternoon when the letter carrier passes the box are being collected in the morning. Collection boxes are being removed even though they develop more than the minimum volume for removal. All of this to apparently make it easier to meet the EXFC goals.

The Postal Service's standards for collection box times has both a general standard that collection times should meet the needs of the community as well as specific standards that provide very specific times and conditions. Up until a year or two ago, the Postal Service stated that the specific conditions had to be met and the general standard of meeting the needs of the community would be met so long as the specific conditions were complied with. The present policy seems to be that the specific standards do not have to be complied with under the guise that the reduced levels meet the needs of the community.

Express Mail delivery standards have been modified without obtaining an advisory opinion. Apparently because in a reliance on Fedex for the transportation of Express Mail and Fedex's reduced operation on weekends and holidays, the 365 days a year Express Mail performance is now greatly reduced on weekends and holidays.

The Postal Service must be made subject to the Truth in Advertising Laws so that there will be oversight of the advertising of various postal services such as Priority Mail and Express Mail. The advertising of Priority Mail implies that the service will be better than ordinary First-Class Mail [at one-tenth of the cost] and the advertising of Express Mail guarantees a maximum delivery time of two days even though it is physically impossible to achieve.

The oversight of the Postal Rate Commission for service concerns is required to ensure that the Postal Service will receive public input prior to implementing service changes that will affect the public that uses and depends on the operation of the Postal Service. It is also important that the service standards be uniform on a national basis.

This oversight by the Postal Rate Commission must be strengthened so that there will be subpoena power to force the Postal Service to comply with the provisions of the advisory opinion proceedings and complaints that are filed in this arena.”

* * * * *

“Dear Commissioners:

The U.S. Postal Service plays a key role in our democracy, helping to circulate ideas, information, and insight through the delivery of magazine and periodicals.

These magazines perform a heroic service, ensuring that ideas circulate, views are exchanged, and communities are able to learn about each other. For high editorial content magazines and newspapers which receive little or no advertising revenue, and which must support costs on a small subscriber base, equitable postal rates are critically important to ensure distribution and production.

While independent periodicals make up a tiny fraction of the total volume of mail passing through the Post Office, we provide the lion's share of information and ideas, the distribution of which helps the post office to fulfill its historic responsibility to serve the national interest.

Some of the global proposals to restructure the postal service don't necessarily recognize or resolve the dangerous issues facing the delivery of independent, high editorial, publications. A workable solution could include a rate for high editorial publications, which can be implemented with almost no effect on the rest of the mail stream, but with large impact at the mailbox.

The current devastating spiral of postal rate increases coupled with the on-going restructuring of the post office threatens the very existence of thousands of magazines and periodicals in the United States.

Please preserve the role of the U.S. Postal Service in promoting democracy and prioritize the delivery of independent, high editorial content, periodicals that do so much to serve our nation's interest.”

* * * * *

"Dear Sirs:

I will attempt to be brief.

As a U.S. citizen and taxpayer, there are the areas regarding the Post Office and its service that are important to me:

1. That the Post Office continue to offer universal service.
2. That mail delivery continues to be done 6 days a week.
3. That there be NO privatization of the Postal Service..

Privatization has been nothing but a costly failure, in my opinion, and should be avoided at all costs. It is the taxpayer who would suffer. The Post Office does need to be able to increase its revenue stream, certainly. Privatization would cut them off at the knees

I read in the paper last month that the USPS had a \$1 billion profit in the first quarter of this year, and expects to finish the year in the black. It sounds to me like whatever the USPS has already done to address their problems is working...and, like the old saying goes, "If it ain't broke, don't fix it."

Thank you for your time."

* * * * *

"In you efforts to identify ways USPS can save additional time and money, please consider the following:

1. If USPS would notify each addressee of their correct address, ask them to use it, and briefly describe why, the savings in increased readability would be significant.

2. With automation flat sorting machines becoming more common, the mailing industry needs guidelines for appropriate addressing. If USPS is not ready to issue standards, at least, guidelines would be helpful. For example, mailers could be encouraged to place address and postage in the right corner of the long side of the mail piece, on top (or other space) and the address-postage area of 4" x 2-1/2" should be left clear for easy reading. I believe many mailers would voluntarily follow the guidelines.

3. At the national level, USPS should work with the Health Care Finance Administration (HCFA) to modify their forms so that non-address information does not show in the window. The current layouts significantly limit readability.

4. USPS is known for its on-time First-Class delivery, but is lagging in some areas on Standard mail delivery. Although no standards can be enforced, the USPS reputation is at stake in an ever increasing competitive market."

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"Members of the Commission- as a 30 + year employee of the US Postal Service I am very much concerned where I see it going and look forward to the report of the Commission to the President- what bothers me is I fear you will do your work and nothing will be done with it as has happened so many times in the past in other areas of government-

The attitude of some is we really do not need the Postal Service with email and fax available to us - this is not true and the public will miss the USPS if we were not there for them every day - I am not saying this as a postal employee but as a CUSTOMER!

Please do not privatize us - that will be the end as we know it...

Good Luck with your work in this area....."

* * * * *

"To:
107th Congress, 2nd session

Re:
Bill H.R. 5702

Dear Members Of Congress,

Although I know it is late in coming, I would like to point out my objections with regards to bill H.R. 5702 providing for the transfer of the U.S. Postal Service to a private corporation.

1) The Entity of the U.S. Postal Service

The U.S. Postal service is, and for the most part always has been, a function and entity of the U.S. Government providing for the transfer of information, goods and services to and from persons and companies not only within the borders of the United States, but also internationally working with postal services in nearly every country on the global scale.

I believe this should remain to be the case with respect to the U.S. Postal Service.

2) Possible effect on service levels

As a United States citizen, I have come to expect a certain level of service with regards to the U.S. Postal Service. I believe that the passage of this bill, while in the short term may seem to have a positive effect on service levels due to the possibility and fact of increased competition, would have long term detrimental effects on the postal service in this country. Companies and corporations, while initially striving to provide extremely high levels of service, inevitably tend to allow these service levels to slip into mediocrity in favor of higher profit margins.

We, as U.S. citizens, depend on the postal service in this country for the exchange of letters, goods and services. I believe that the passage of this bill would mean the downfall of the system of information and goods exchange in this country.

The system of the U.S. Postal Service has worked for over 200 years. I believe that this kind of major change to the system would only condemn the American People to a future of barely mediocre postal service.

3) Effects on employment with the U.S. Postal Service

While this bill does afford current postal workers the rights and benefits they currently enjoy, it is not clear on what possible benefits would be afforded new postal workers. It is my belief that these new postal service persons would be left out in the cold with respect to health, insurance, retirement and other benefits currently available to U.S. Postal workers. It is this citizen's opinion that this would likely result in fewer postal workers, furthering the effects outlined in section 2

I urge you to vote no on this bill and keep the U.S. Postal Service an entity and service of the U.S. Government.”

* * * * *

“I have been a Mail Receiving Agent for the US Postal Service almost since they started the program 25 years ago. I think that I am qualified to make some sort of evaluation of the POST OFFICE. I noticed that the post office has significantly changed over the past 2 years and their are problems. My solution wont make the place run 100% better. But it will be more profitable, busier, and more business does take the heat off and keep everyone on more hours.

Post Office needs to improve employee morale.
Post Office needs to improve credibility.
Post Office needs to get small business back.

MY SOLUTION:

I suggest that the post office throw all the Priority Mail Envelopes (Not Boxes) and guarantee them in two days. They can be sent on the Express Mail Truck. Once the public realized that it takes only two days to get there. Watch sales build dramatically and see a louder rize in consumer loyalty. Employees can wear buttons: Priority in Two Days.Guaranteed.

You would start quite a disturbance in the industry. Plus you could instrodue”

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“February 12, 2003

To the President’s Postal Commission:

Dear Sirs and Madams:

I have been transportation professional for 27 years. The last ten of which has had a large focus on small package transportation. In my current job I ship hundreds of thousand of small packages to customers within the United States and off shore territories. I currently use the USPS only for web site orders, which is a very small volume. However, I have been trying to work with the Post Office for around ten years to persuade them to develop their systems to become totally competitive to UPS and other small parcel carriers. It has taken over a year to get programming done for the web orders and it still isn’t complete for international or signature delivery. If I could see changes in the Postal Service this is what I would recommend.

- 1.) That the envelope and letter part of the Postal Service remain controlled by the government with a more simplified reporting structure to take less time for changes.
- 2.) That the parcel or 'carton' part of the USPS be separate and more 'third party' but still controlled by the USPS as a 'reporting to' type structure, and also as a money making separate entity. That this unit have less restrictions on prices and abilities to pick up, sort and send. The delivering aspect of the business could go back to the actual Post Offices. This parcel entity wouldn't have a separate name unless it was something like 'US Parcel Services' still being completely USPS and NOT an actual 'third party company' like we see used today by certain vendors. It would offer 214s (EDI Proof of deliveries) at no extra charges as UPS does and have reports and other useful business tools to help it's customers. I could see this entity becoming totally competitive with UPS, Fed Ex and DHL within a matter of a few years and become a moneymaker for the USPS.
- 3.) The USPS needs to be able to negotiate for large users volume discounts no matter what they are shipping.
- 4.) In making itself a 'business entity' the USPS would have to change its attitude toward customers. Instead of 'this is the way we do things,' it would be more of 'How can we help you the large shipper serve your customers better, and yes we are flexible to change our rules to serve you (within guides lines.)'

Thank you for letting me voice my opinions in this great effort to improve the USPS."

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"February 9, 2003

President's Commission
to the United States Postal Service
1120 Vermont Ave, NW Suite 971
Washington DC 20005

Dear President's Commission,

- 1) the role of the Postal Service in the 21st century and beyond:

The United States Postal Service touches every American IE: E-mail **does not**; any Commercial Enterprise **does not**. * The Postal Service will continue to provide exemplary service in First Class, Priority, Express, Non-profit mailings and Standard Mail classes to every American with a valid address. **The United States Postal Service has an employee assigned to deliver mail to every address in the United States.**

- 2) the flexibility that the Postal Service should have to change prices, control costs, and adjust service in response to financial, competitive, or market pressures:

The Postal Service is precisely dependent upon its position as a quasi-governmental, completely Non-Commercial entity. Any attempt to place it into a Commercial (Market-oriented) enterprise, or return it to a totally governmental branch of service is certainly placing it squarely in a prime to financial and service failure.

- 3) the rigidities in cost or service that limit the efficiency of the delivery at affordable rates and cover its unfounded liabilities with minimum exposure to the American taxpayers:

The rigidities in cost or service that limit the efficiency of the United States Postal System are of two general Types: A) Actual and B) “Perceived”, or “Opinioned”. Current services and costs by definition are Actual and are well within acceptable budget guidelines. It is only the fact that the U.S. Economy is in a recession that makes costs appear disproportionate when they really are not. Public opinion has permeated the business (economic) community and made it appear that the Postal Service needs to be more cost-efficient – When in reality it is now exactly where it needs to be: A State of Dynamic – Equilibrium; responding to the current economy.

- 4) the ability of the Postal Service, over the long term, to maintain universal mail delivery at affordable rates and cover its unfounded liabilities with minimum exposure to the American taxpayers:

The approach to answer this question would be as follows: Utilizing Statistical Analysis Techniques make a high, medium, and low statistical estimate of probability of income versus costs. IE: best case, medium case and worst case financial scenarios. There simply is no magic crystal ball. Any CEO of any Major Industry would likely agree.

- 5) the extent to which postal monopoly restrictions continue to advance the competes with private sector services:

This question has a Two-sided built-in bias: A) that the United States Postal Service constitutes a “monopoly” is highly debatable; it is simply a quasi-governmental service - - to argue otherwise would be analogous to saying that the Federal Administrative Branch has a “monopoly” in delivering services at the federal level; and B) the second bias is that the United States Postal Service “Competes” with the private sector in delivery services. It is actually the reverse; the private sector competes with itself and the United States Postal Service. The vicissitudes of the market impinges upon those private sector businesses far more than on the United States Postal Service.

- 6) the most appropriate governance and oversight structure for the Postal Service.

The most important governance (and oversight) structure for the United States Postal Service is exactly as it is at present. The United States Postal Service is by far the best Postal Delivery Service in the World. - - The expectation that it can be made better by changing the top is a distorted view of reality. What needs treatment is at another level:

The following are recommendations for improvements at the Operational Level:

- Air Service and Surface Transportation:
- The United States Postal Service needs to remain flexible enough to adopt to the various changes in Air Service provided by the nations air carriers. In the current economy, esp. since 9/11, the United States Postal Service may need to consider contracting more with cargo-only carriers to fly the Nations First Class Mail – It is also possible that more of the USA’s First Class Mail may need to be trucked between major regional facilities. Ie: here in the west, between SFO

and SEA, LAX and PHX, DEN and/or SLC and PDX. In the east more First Class could be trucked more often between ORD and IND, JFK and BWI, BOS and PHL, etc. as these are all obvious well established trucking corridors.

- Internal Accounting Measures:
- Various technological “updates” such as new computers or new window clerk scanning scales have quickly reached a point of very diminishing returns per unit invested. All these systems operate on a lowest common denominator approach, which has placed an investment premium on cost-effectiveness vis-à-vis trainability of personnel. What this means is that the United States Postal Service keeps lowering its personnel hiring and training standards while increasing the investment in Technology. The end result can only be a diminishing service standard with personnel of lesser competency to perform tasks where real knowledge is a key ingredient, (not the level of technology). Internal accounting and auditing improvements will not reveal these deficiencies.”

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“To the President’s Commission on the United States Postal Service,

I am writing to express my opinions concerning postal reform. The postal system was developed when this country was established, as part of its government. I haven’t done any research about exactly when or how it was established, but I do know that the founding fathers were more concerned with “universal service” than profit and that it being a monopoly was not a concern. The function then, as now, was to give the country a way to send messages and packages. While a lot has changed in two hundred plus years and other resources have been developed, the function of the postal system remains a necessity.

To change the Postal Service to Big Business, concerned with turning a profit would eliminate many of the vital things about the postal system and “universal service”. Using the postal system in this country should not be about who can afford it. Like libraries, the entire function and service it performs would be greatly compromised if it were turned into a business whose major focus is turning a profit.

While much is made about the postal service being a monopoly, that is a ruse, as many other postal systems exist today, ie, UPS, Fed ex and the like. The difference is, they do not offer universal service, and they have no desire to, as it is not profitable! The universal service is not only the difference between the other postal systems in America; it is what continues to make the postal system what the founding fathers had in mind when they founded a postal system in the first place.

I quite agree that the Postal Service suffers from many problems; however, the essence of it is and what it does is not one of them. The problems have more to do with who takes responsibility for the decisions being made and that if these decisions are bad or costly, no one in the management of the postal system suffers any consequence; they still get bonuses and promotions. I don’t believe that the Postal

Service has to be made into Big Business in order to correct the problems. I further don't believe that severing the Postal Service into a bunch of small parts will help in any way. Communication and cooperation are already a challenge and that is while it is still one company, working together, rather than in competition with each other!

The Postal Service when through some major changes in 1970, in my opinion, they were for the better. I agree that continuing changes are necessary. However, I am very concerned with how much profit is on the mind of those planning and effecting those changes. I believe that making the Postal Service more efficient and eliminating the waste, STARTING AT THE TOP and going down, would go a long way toward getting the Postal Service back on it's feet and keeping it out of debt. The Postal Service is top heavy with people who have nothing to do with actually moving the mail. I believe this is where most of the problems with Postal System reside.

In short, the United States is in need of and deserves a postal system that delivers universal service. The focus of postal reform should not be concerned with turning the Postal Service into a profit maker, but in eliminating waste and making better choices to make the postal Service financially sound. This should be done from the top down, as those at the top are the ones responsible for making those decisions.

The need for Postal reform should not include the role that the postal system plays in America, but in making it a strong, dependable system that Americans can continue to place their trust in. I hope that you all can stop visualizing the possible profits long enough to see the value of a non-profit postal system that embraces universal service and absolute privacy. To do anything other than trying to salvage this type of a system would be to loose a major and essential element of what makes America, America.

I hope that you will give this perspective some thought and consideration and thank you for your attention."

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