

BEFORE THE
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268-0001

Mail Processing Network Rationalization Service Changes, 2012	Docket No. N2012-1
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**DIRECT TESTIMONY OF
SUSAN M. LACHANCE
ON BEHALF OF THE
UNITED STATES POSTAL SERVICE**

(USPS-T- 13)

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Autobiographical Sketch

My name is Susan M. LaChance. I have served as Vice President of Consumer and Industry Affairs at United States Postal Service headquarters since January 2011. I am responsible for the Postal Service's interaction with and support of consumers and customers of all kinds – from individual and small businesses, to large corporations and commercial mailers. Consumer and Industry Affairs encompasses the Consumer Advocate function and consumer affairs, customer contact centers, business customer service and support, industry engagement and outreach, and strategic alignment. Accordingly, my organization is focused on strengthening the Postal Service's relationships with customers through continuing and expanded outreach, communications, and customer service efforts.

Consumer and Industry Affairs also leads the Postal Service's oversight of the Mailers' Technical Advisory Committee (MTAC); Postal Customer Councils (PCC) and the PCC Advisory Committee; the National Postal Forum (NPF), and other mailing industry events and activities.

From May 2005 until my current appointment, I served as Vice President of Employee Development and Diversity. In that position, I was responsible for the Postal Service's corporate learning strategy, all employee leadership and development programs, succession planning, equal employment opportunity, and national diversity

and inclusiveness initiatives. I have held a number of other postal positions with various operational and managerial responsibilities at both the field and headquarters levels.

For most of my career, my work involved specialized human resources services, including learning and performance management, labor relations, and employment and placement.

I began my career with the Postal Service on a part-time basis while I was a full-time college student in Boston, Massachusetts. I earned a Bachelor of Arts degree from Emmanuel College in Boston, and later earned a Master of Arts degree in Organizational Management at George Washington University in Washington, DC.

1 **I. Purpose of Testimony**

2 The purpose of my testimony is to describe the customer outreach processes
3 that have been utilized to provide insight during the development of the network
4 rationalization service changes; I will also describe the Postal Service's communications
5 plan for informing postal customers about proposed changes to service standards and
6 access, as well as changes to the network operations infrastructure that will result from
7 application of the Area Mail Processing (AMP) consolidation process. In addition, I will
8 generally describe the Postal Service's communications plan as it pertains to informing
9 stakeholders of the decisions made on the proposed service changes and, if the
10 decisions warrant it, providing information to help them prepare for implementation.

11

12 **II. Importance of Communicating With All Customers**

13 For over 200 years, the United States Postal Service has helped to bind the
14 national together through the personal, educational, literary and business
15 correspondence of the people. Since its inception, the Postal Service has made
16 countless operational changes -- big and small -- to serve the changing needs of the
17 country. Over and over again, we have adapted our operations as necessary to reflect
18 and incorporate technological advancements, demographic changes, and good

1 business practices, in order to further our mission of providing vital and valued
2 communication and delivery services to the American people.

3 The Postal Service proposal at the heart of this proceeding calls for adjustments
4 to current service standards and significant changes to its nationwide network
5 operations infrastructure. If implemented, these changes could affect -- in one way or
6 another -- nearly all senders and receivers of mail. As a facilitator of communication,
7 the Postal Service is acutely aware of the importance of keeping all customers and
8 stakeholders informed throughout this process. As a result, we started communicating
9 with our customers about these potential changes long before filing the Request for an
10 advisory opinion. Since early August, we have been discussing with stakeholders the
11 issues driving these changes, as well as the range of possible outcomes. During this
12 period, in addition to sharing information with them and soliciting their input through
13 more formal channels (described in the next section of my testimony), key postal
14 officials have met with both individual mailers and groups of mailers to discuss the
15 proposal and related issues. In addition, between August and the filing of the Request, ,
16 we received numerous briefing requests from various business customers and
17 organizations will have honored every one of them and more by the time I take the
18 stand as a witness in this docket. The proposed service standard and network changes
19 have been the focus of discussion at these meetings and webinars, but discussion is

1 often more far-reaching. We need to hear from customers about what they need, on an
2 ongoing basis, to be able to best serve them. The Postal Service has an overarching
3 interest in fostering and maintaining strong two-way communication with stakeholders.
4 This interest – clearly reflected in the communications plan for the proposal at hand – is
5 also evidenced by the creation and mission of the new Consumer and Industry Affairs
6 organization that I have the privilege of leading.

7 The Postal Service’s communications plan pertaining to the current proposal and
8 its potential implementation is described in greater detail later in my testimony. It is
9 designed to provide every stakeholder with adequate time and sufficient information to
10 provide input on, prepare for, and adapt to potential changes to services standards and
11 network operations.

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13 **III. Customer Outreach**

14 The Postal Service has considerable experience implementing changes that
15 affect the entire mailing public, gained largely as a result of the need to routinely inform
16 our entire customer base about annual changes in product offerings and prices. Our
17 plan for communicating with customers about the proposed service changes and AMP-
18 related operational consolidations -- and their potential implementation -- reflects that
19 experience and expands upon it.

1 Our communications efforts employ a broad array of tools and resources, and
2 rely on the collaborative, cross-functional efforts of both headquarters and field
3 organizations. The interactive structures and feedback mechanisms currently being
4 used have been in place for some time as part of our ongoing communication with
5 stakeholders. In addition to our discussions that began in the summer of 2011 with
6 mailers about the proposed changes, we have – since early 2011 – hosted monthly
7 meetings for mailing industry association leaders with the Postmaster General and other
8 key postal officials. We regularly reach out at both the local and national level, through
9 meetings, messages and workshops to business mailers of all sizes through a network
10 of nearly 200 Postal Customer Councils, comprised of local mailers, mail service
11 providers, end users, and postal managers. We host formal quarterly meetings with the
12 Mailers' Technical Advisory Committee (MTAC), whose membership reflects a cross-
13 section of the mailing industry, and we communicate both formally and informally with
14 MTAC leadership and members between the quarterly meetings. The annual National
15 Postal Forum (NPF) provides business customers with a wide variety of information,
16 ranging from current industry issues to mailing strategies and techniques to briefings on
17 policies and the state of the Postal Service. We also reach out to business mailers
18 through our nationwide Business Service Network (BSN). The BSN is dedicated to
19 providing service and support responsive to the Postal Service's largest customers and

1 their needs, especially as they relate to service and information requests. In addition,
2 bulk mailers of all sizes receive information and support through the Business Mail Entry
3 Unit Message Center and on our RIBBS website, which contains a wide range of
4 technical data including a web page featuring materials and information from previous
5 MTAC meetings, and links to even more information specifically of interest to business
6 mailers.

7 The Postal Service approaches household and small business customer
8 communications through a similar array of information channels. Dedicated and
9 knowledgeable employees at postal retail and business mail entry units are a
10 tremendously powerful channel for communicating with customers and consumers
11 about potential changes. We will rely on employees who interact with the public and
12 with business customers on a daily basis to effectively communicate with them, to
13 provide information about service standard and mail acceptance changes and/or direct
14 them to where they can find additional resources for more detailed information. The
15 network rationalization service change communications plan includes ensuring that
16 front-line employees – those who personally deal with customers, either in person or by
17 phone – receive the tools and support necessary to allow them to convey important,
18 accurate and timely information to the customers they serve.

1 Our customer contact centers, which receive consumer inquiries of all kinds by
2 both phone and email, are also key tools in our communications plan. Customer
3 contact personnel possess basic information and answers responsive to frequently-
4 asked questions about everything from the AMP study process to how to complete a
5 change of address order. Customers also can find a wealth of information about the
6 Postal Service, its operations, and its products and services, through online resources
7 at www.usps.com and <http://about.usps.com>.

8 It is my understanding that a summary of each AMP mail processing
9 consolidation proposal is routinely posted at [http://about.usps.com/streamlining-](http://about.usps.com/streamlining-operations/area-mail-processing.htm)
10 [operations/area-mail-processing.htm](http://about.usps.com/streamlining-operations/area-mail-processing.htm) in advance of each AMP community meeting in
11 addition to being mailed to local mailers. I am informed that this continues to be the
12 case for the AMP consolidation proposals that are part of the network rationalization
13 plan.

14 Consumer focus groups and consumer surveys provide both research and
15 outreach opportunities, as Greg Whiteman, the Postal Service's Manager, Market
16 Research, discusses in his testimony (USPS-T-12). And the public in general –
17 including those consumers who do not affirmatively reach out to the Postal Service for
18 information – is the audience for the information about current postal issues and
19 initiatives that our Corporate Communications organization continuously strives to

1 provide to local, regional, national and social media sources. For those customers who
2 do not have access information over the internet, do not watch local television or read a
3 local newspaper, information about network rationalization efforts – including AMP
4 public input meetings and other activities and/or changes – will be posted on signage in
5 Post Office lobbies.

6

7 **IV. Communications Plan**

8 A. Objective

9 Beyond the scope of communications generated under the USPS Handbook PO-
10 401 *Area Mail Processing Guidelines*, the objective of the Postal Service’s network
11 rationalization communications plan is to provide all stakeholders – through multiple,
12 accessible channels – with information that is timely, clear, and sufficient to facilitate
13 informed customer feedback, and help customers prepare for and adjust to the changes
14 in postal services and operations contemplated by the network rationalization plan. Our
15 customers’ ability to adjust to potential changes with minimal and manageable
16 inconvenience largely depends on the clarity, timing, and substance of the information
17 we give them. To accomplish this objective, our outreach with all customers will be
18 ongoing, and we will constantly assess – and ask for our customers’ assessment of –

1 the effectiveness of our communications efforts so that they can be refined and
2 expanded as necessary.

3 B. Advance Notice of Proposed Rulemaking and Formal Rulemaking

4 On September 21, 2011, the Postal Service's Advance Notice of Proposed
5 Rulemaking and Request for Comments ("Advance Notice") was published at 76
6 *Federal Register* 58433. The Postal Service elected to seek publication of the Advance
7 Notice in order to solicit comments from the public that would help inform – at the
8 conceptual stage – the service change proposal outlined in that notice. The Advance
9 Notice identified specific channels for submitting comments related to potential changes
10 to the Postal Service's market dominant product service standard regulations. The
11 public was invited to send written comments to the Manager, Industry Engagement and
12 Outreach, at Postal Service headquarters, or to send email comments to
13 industryfeedback@usps.com. The Postal Service received over 4,200 comments from
14 members of the public through these channels. Comments came from every
15 stakeholder group imaginable, including individual consumers and consumer groups,
16 large and small mailers, businesses and nonprofit groups, mailer and industry
17 associations, organized labor, postal employees, and federal, state, and local officials.

18 All comments submitted through the mail and email channels specified in the
19 Advance Notice were captured, reviewed and categorized by Consumer and Industry

1 Affairs. All comments¹ were copied and provided to key postal officials to promote their
2 understanding and awareness of the contents of the public comments, and to help
3 inform proposed revisions to the service standards, as well as to the AMP process and
4 network rationalization efforts in general.²

5 As I explained earlier in my testimony, however, the Postal Service's
6 communications efforts did not begin with the publication of the Advance Notice on
7 September 21, 2011. Postal officials have been discussing the concepts in the
8 proposal with numerous stakeholders – including business mailers, industry
9 associations, MTAC, PCCs, and others – since early August 2011. Further, our network
10 rationalization customer communications plan calls for continued stakeholder outreach
11 through multiple channels *with no specific end date*, because it is impossible to predict
12 every possible issue, concern or piece of information that may be raised or need to be
13 considered in connection with the proposed changes. There will be additional formal
14 comment channels available to the public in the context of the formal rulemaking that
15 will run concurrently with this docket and we will encourage the public to participate.

¹ The comments received included a large number of “form letters” (at least 15 different versions). Key postal officials were not given multiple copies of each of the form letters, but they did receive representative copies of each these letters and were advised of how many of each had been received to date.

² Copies of these comments are available for public viewing for the duration of this docket by appointment in the USPS Library on the 11th floor at Postal Service headquarters, 475 L'Enfant Plaza SW, Washington DC 20260. Appointments can be arranged by telephone at (202) 268-2906

1 We also will continue to welcome informal comments from the public on this and related
2 matters, in order to inform our strategies and actions as we move forward.

3 C. Area Mail Processing (AMP) Process

4 For communicating with stakeholders about AMP studies, the Postal Service
5 follows its AMP Communications Plan, which operates to support the long-established
6 AMP process for consolidating and closing mail processing facilities outlined in USPS
7 Handbook PO-408. The AMP Communications Plan governs the communications
8 process for all AMP studies and determinations.³ Network Operations is responsible for
9 administering the AMP Communications Plan, with support in various ways from
10 Consumer and Industry Affairs, Corporate Communications, Government Relations, and
11 other postal functions.

12 Although the AMP process has existed for many years, the number of AMP
13 studies being conducted in conjunction with the Network Rationalization initiative is
14 unprecedented. The fact that the Postal Service announced several hundred AMP
15 studies simultaneously with the notice of its intent to consider revising its market
16 dominant service standards has meant that the AMP communications process and the

³ I understand that a copy has been filed as USPS Library Reference N2012-1/12.

1 customer-related communications efforts relating to the proposed service standard
2 changes have been complementary.

3 For example, as part of the “Starting Feasibility Study” phase of the AMP
4 Communications Plan, individual Districts typically send out letters to their local
5 business mail entry unit customers. Due to the very large number of locations involved
6 in the AMP studies announced on September 15, 2011, this aspect of the AMP
7 Communications Plan was modified so that standardized notification letters were sent
8 under my signature and mailing address to all active permit holders in the PostalOne
9 system, using customer registration identification information (CRID). The AMP
10 Communications Plan also calls for employees, employee organizations, members of
11 Congress, community leaders and organizations, and local media to receive specific
12 notification of upcoming AMP studies, and templates containing suggested content are
13 provided for that purpose. Generally, the AMP Communications Plan anticipates that
14 the average consumer will receive information about AMP studies through local media
15 coverage (television, radio, and newspaper) of official postal notices and press
16 releases, from signage in Post Office lobbies, and directly from local postal employees.

17 To ensure maximum penetration of the message alerting the public to the AMP
18 studies announced on September 15, 2011, additional notification methods were
19 employed. Signage and handouts were created for Business Mail Entry Units (BMEUs)

1 and facilities included on the study list. Core language addressing anticipated customer
2 questions was created and provided to District and Area Consumer and Industry
3 Contact offices. Scripts addressing the same questions were created for use by
4 customer contact center agents, to ensure consistent and accurate responses to
5 questions regarding the AMP studies announcement.

6 Additionally, there are number of ways in which the Postal Service is currently
7 *collecting* comments from mailers and the public about the AMP process. For example,
8 the notification letter that went out under my signature resulted in my office's receipt of
9 correspondence from mailers who had comments, questions and concerns specifically
10 regarding the AMP process, and/or on topics such as revenue generation and service
11 issues. Those responses, though not a part of the formal Advance Notice process in
12 which the Postal Service sought comments on the proposed rulemaking involving
13 service standard changes, were also retained and provided separately to key postal
14 officials for their review and consideration in connection with the AMP study process or
15 other matters. Stakeholders' comments from the public input meetings that will be held
16 in November or December 2011 in each of the study locations will also be compiled and
17 considered in the AMP study process, as will all public comments received within 15
18 days following each public input meeting, in accordance with the AMP Communications
19 Plan and Handbook PO-408.

1 Our communications plan for Network Rationalization initiative in essence
2 merges the AMP Communications Plan with communications objectives for the
3 proposed service standard changes rulemaking process. Many customers generally do
4 not distinguish between the two; the AMP studies and the proposed service standard
5 changes are related. For that reason, our web resources, including an “Information for
6 Mailers” page at <http://about.usps.com> and our RIBBS website, contain FAQs and other
7 information pertaining to both the AMP studies and the proposed service standard
8 changes. For consumers without internet access, and who may not view local
9 television, listen to local radio, or read a local newspaper, similar (but generally less
10 technical) information is also available via telephone through the customer contact
11 centers (1-800-ASK-USPS) and on signage in Post Office lobbies.

12 D. Implementation

13 The AMP Communications Plan covers all of the details surrounding the
14 notification of customers about the outcome of the AMP studies in their locations.
15 Those who received notifications at the outset of the process also receive notification of
16 the decision; the AMP Communications Plan contains instructions and specific
17 templates for this purpose. The communications plan for providing all customers with
18 necessary information during the implementation phase of any changes to service
19 standards will employ the same methods and modes of communication employed in

1 earlier phases of the proposal, and will be consistent (and often combined) with the
2 actions called for by the AMP Communications plan.

3 During the decision and implementation phases of network rationalization, much
4 of the information customers are expected to seek will be specific to their locations. For
5 many customers, this will mean that the primary and most important source of
6 information will be their local postal officials. Corporate Communications, working
7 cross-functionally with Operations, Consumer and Industry Affairs, Government
8 Relations, and the Consumer and Industry Contact offices and others in the affected
9 Districts and Areas, will coordinate the materials and information local postal officials
10 will use to communicate changes to customers. Customer contact centers will receive
11 similar materials to assist them in responding to customer questions. Information about
12 changes wrought through the AMP process will be provided to local media, and signage
13 will be created for lobbies and plants to inform customers (individual consumers as well
14 as business mailers) of local decisions and resulting changes. Consumer and Industry
15 Affairs will work with all of these groups to ensure that current, accurate information
16 about decisions and changes is provided to all customers through many avenues,
17 including but not limited to meetings, webinars, Industry Alerts (email), mailings, online
18 messaging, and postings in facilities used by customers.

1 Furthermore, during the implementation phase, we will monitor customer and
2 local postal feedback so that we can provide appropriate guidance and resources to
3 help ensure that the information provided to customers is clear, consistent, timely, and
4 responsive to their questions, requests and concerns.

5 We will continue to employ the broad array of communications vehicles
6 described in other portions of my testimony during any eventual implementation of
7 changes to the processing network and/or service standards. We will continue to use
8 every available channel to notify business customers and consumers of decisions and
9 changes in a timely, clear and meaningful fashion. We also will continue to seek
10 stakeholder feedback through multiple channels, both formal and informal, throughout
11 the AMP and rulemaking processes and beyond – because, as stated earlier, we need
12 to know what *they* need, on an ongoing basis, in order to be able to best serve them.

13

14 **V. Conclusion**

15 As Vice President of Consumer and Industry Outreach, I am responsible for
16 making sure that our relationships with all customers – small, large, and everyone in
17 between – are as strong, positive, and collaborative as possible. We will continue to
18 conduct outreach activities throughout the rulemaking process, and throughout the
19 implementation period, should management choose to proceed. We will continue to

1 affirmatively seek customer feedback and be responsive to the ideas and concerns
2 expressed by our customers, regardless of who they are or how they contact us. We
3 are listening, and will continue to listen, to what they tell us, and we will refine and
4 expand our communications efforts to ensure that customers' questions are answered
5 and their concerns are acknowledged and considered as decisions are made, now and
6 in the future.

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7 **IV. Communications Plan**

8 A. Objective

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2 expanded as necessary.

3 B. Advance Notice of Proposed Rulemaking and Formal Rulemaking

4 On September 21, 2011, the Postal Service's Advance Notice of Proposed
5 Rulemaking and Request for Comments ("Advance Notice") was published at 76
6 *Federal Register* 58433. The Postal Service elected to seek publication of the Advance
7 Notice in order to solicit comments from the public that would help inform – at the
8 conceptual stage – the service change proposal outlined in that notice. The Advance
9 Notice identified specific channels for submitting comments related to potential changes
10 to the Postal Service's market dominant product service standard regulations. The
11 public was invited to send written comments to the Manager, Industry Engagement and
12 Outreach, at Postal Service headquarters, or to send email comments to
13 industryfeedback@usps.com. The Postal Service received over 4,200 comments from
14 members of the public through these channels. Comments came from every
15 stakeholder group imaginable, including individual consumers and consumer groups,
16 large and small mailers, businesses and nonprofit groups, mailer and industry
17 associations, organized labor, postal employees, and federal, state, and local officials.

18 All comments submitted through the mail and email channels specified in the
19 Advance Notice were captured, reviewed and categorized by Consumer and Industry

1 Affairs. All comments¹ were copied and provided to key postal officials to promote their
2 understanding and awareness of the contents of the public comments, and to help
3 inform proposed revisions to the service standards, as well as to the AMP process and
4 network rationalization efforts in general.²

5 As I explained earlier in my testimony, however, the Postal Service's
6 communications efforts did not begin with the publication of the Advance Notice on
7 September 21, 2011. Postal officials have been discussing the concepts in the
8 proposal with numerous stakeholders – including business mailers, industry
9 associations, MTAC, PCCs, and others – since early August 2011. Further, our network
10 rationalization customer communications plan calls for continued stakeholder outreach
11 through multiple channels *with no specific end date*, because it is impossible to predict
12 every possible issue, concern or piece of information that may be raised or need to be
13 considered in connection with the proposed changes. There will be additional formal
14 comment channels available to the public in the context of the formal rulemaking that
15 will run concurrently with this docket and we will encourage the public to participate.

¹ The comments received included a large number of “form letters” (at least 15 different versions). Key postal officials were not given multiple copies of each of the form letters, but they did receive representative copies of each these letters and were advised of how many of each had been received to date.

² Copies of these comments are available for public viewing for the duration of this docket by appointment in the USPS Library on the 11th floor at Postal Service headquarters, 475 L'Enfant Plaza SW, Washington DC 20260. Appointments can be arranged by telephone at (202) 268-2906

1 We also will continue to welcome informal comments from the public on this and related
2 matters, in order to inform our strategies and actions as we move forward.

3 C. Area Mail Processing (AMP) Process

4 For communicating with stakeholders about AMP studies, the Postal Service
5 follows its AMP Communications Plan, which operates to support the long-established
6 AMP process for consolidating and closing mail processing facilities outlined in USPS
7 Handbook PO-408. The AMP Communications Plan governs the communications
8 process for all AMP studies and determinations.³ Network Operations is responsible for
9 administering the AMP Communications Plan, with support in various ways from
10 Consumer and Industry Affairs, Corporate Communications, Government Relations, and
11 other postal functions.

12 Although the AMP process has existed for many years, the number of AMP
13 studies being conducted in conjunction with the Network Rationalization initiative is
14 unprecedented. The fact that the Postal Service announced several hundred AMP
15 studies simultaneously with the notice of its intent to consider revising its market
16 dominant service standards has meant that the AMP communications process and the

³ I understand that a copy has been filed as USPS Library Reference N2012-1/12.

1 customer-related communications efforts relating to the proposed service standard
2 changes have been complementary.

3 For example, as part of the “Starting Feasibility Study” phase of the AMP
4 Communications Plan, individual Districts typically send out letters to their local
5 business mail entry unit customers. Due to the very large number of locations involved
6 in the AMP studies announced on September 15, 2011, this aspect of the AMP
7 Communications Plan was modified so that standardized notification letters were sent
8 under my signature and mailing address to all active permit holders in the PostalOne
9 system, using customer registration identification information (CRID). The AMP
10 Communications Plan also calls for employees, employee organizations, members of
11 Congress, community leaders and organizations, and local media to receive specific
12 notification of upcoming AMP studies, and templates containing suggested content are
13 provided for that purpose. Generally, the AMP Communications Plan anticipates that
14 the average consumer will receive information about AMP studies through local media
15 coverage (television, radio, and newspaper) of official postal notices and press
16 releases, from signage in Post Office lobbies, and directly from local postal employees.

17 To ensure maximum penetration of the message alerting the public to the AMP
18 studies announced on September 15, 2011, additional notification methods were
19 employed. Signage and handouts were created for Business Mail Entry Units (BMEUs)

1 and facilities included on the study list. Core language addressing anticipated customer
2 questions was created and provided to District and Area Consumer and Industry
3 Contact offices. Scripts addressing the same questions were created for use by
4 customer contact center agents, to ensure consistent and accurate responses to
5 questions regarding the AMP studies announcement.

6 Additionally, there are number of ways in which the Postal Service is currently
7 *collecting* comments from mailers and the public about the AMP process. For example,
8 the notification letter that went out under my signature resulted in my office's receipt of
9 correspondence from mailers who had comments, questions and concerns specifically
10 regarding the AMP process, and/or on topics such as revenue generation and service
11 issues. Those responses, though not a part of the formal Advance Notice process in
12 which the Postal Service sought comments on the proposed rulemaking involving
13 service standard changes, were also retained and provided separately to key postal
14 officials for their review and consideration in connection with the AMP study process or
15 other matters. Stakeholders' comments from the public input meetings that will be held
16 in November or December 2011 in each of the study locations will also be compiled and
17 considered in the AMP study process, as will all public comments received within 15
18 days following each public input meeting, in accordance with the AMP Communications
19 Plan and Handbook PO-408.

1 Our communications plan for Network Rationalization initiative in essence
2 merges the AMP Communications Plan with communications objectives for the
3 proposed service standard changes rulemaking process. Many customers generally do
4 not distinguish between the two; the AMP studies and the proposed service standard
5 changes are related. For that reason, our web resources, including an “Information for
6 Mailers” page at <http://about.usps.com> and our RIBBS website, contain FAQs and other
7 information pertaining to both the AMP studies and the proposed service standard
8 changes. For consumers without internet access, and who may not view local
9 television, listen to local radio, or read a local newspaper, similar (but generally less
10 technical) information is also available via telephone through the customer contact
11 centers (1-800-ASK-USPS) and on signage in Post Office lobbies.

12 D. Implementation

13 The AMP Communications Plan covers all of the details surrounding the
14 notification of customers about the outcome of the AMP studies in their locations.
15 Those who received notifications at the outset of the process also receive notification of
16 the decision; the AMP Communications Plan contains instructions and specific
17 templates for this purpose. The communications plan for providing all customers with
18 necessary information during the implementation phase of any changes to service
19 standards will employ the same methods and modes of communication employed in

1 earlier phases of the proposal, and will be consistent (and often combined) with the
2 actions called for by the AMP Communications plan.

3 During the decision and implementation phases of network rationalization, much
4 of the information customers are expected to seek will be specific to their locations. For
5 many customers, this will mean that the primary and most important source of
6 information will be their local postal officials. Corporate Communications, working
7 cross-functionally with Operations, Consumer and Industry Affairs, Government
8 Relations, and the Consumer and Industry Contact offices and others in the affected
9 Districts and Areas, will coordinate the materials and information local postal officials
10 will use to communicate changes to customers. Customer contact centers will receive
11 similar materials to assist them in responding to customer questions. Information about
12 changes wrought through the AMP process will be provided to local media, and signage
13 will be created for lobbies and plants to inform customers (individual consumers as well
14 as business mailers) of local decisions and resulting changes. Consumer and Industry
15 Affairs will work with all of these groups to ensure that current, accurate information
16 about decisions and changes is provided to all customers through many avenues,
17 including but not limited to meetings, webinars, Industry Alerts (email), mailings, online
18 messaging, and postings in facilities used by customers.

1 Furthermore, during the implementation phase, we will monitor customer and
2 local postal feedback so that we can provide appropriate guidance and resources to
3 help ensure that the information provided to customers is clear, consistent, timely, and
4 responsive to their questions, requests and concerns.

5 We will continue to employ the broad array of communications vehicles
6 described in other portions of my testimony during any eventual implementation of
7 changes to the processing network and/or service standards. We will continue to use
8 every available channel to notify business customers and consumers of decisions and
9 changes in a timely, clear and meaningful fashion. We also will continue to seek
10 stakeholder feedback through multiple channels, both formal and informal, throughout
11 the AMP and rulemaking processes and beyond – because, as stated earlier, we need
12 to know what *they* need, on an ongoing basis, in order to be able to best serve them.

13

14 **V. Conclusion**

15 As Vice President of Consumer and Industry Outreach, I am responsible for
16 making sure that our relationships with all customers – small, large, and everyone in
17 between – are as strong, positive, and collaborative as possible. We will continue to
18 conduct outreach activities throughout the rulemaking process, and throughout the
19 implementation period, should management choose to proceed. We will continue to

1 affirmatively seek customer feedback and be responsive to the ideas and concerns
2 expressed by our customers, regardless of who they are or how they contact us. We
3 are listening, and will continue to listen, to what they tell us, and we will refine and
4 expand our communications efforts to ensure that customers' questions are answered
5 and their concerns are acknowledged and considered as decisions are made, now and
6 in the future.

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