

In The Matter Of:
Six-Day to Five Day Street Delivery

Memphis Field Hearing
May 19, 2010

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UNITED STATES OF AMERICA
POSTAL REGULATORY COMMISSION
WASHINGTON, DC 20268-0001

SIX-DAY TO FIVE-DAY STREET DELIVERY
AND RELATED SERVICE CHANGES
DOCKET NO. N2010-1
MEMPHIS FIELD HEARING
MEMPHIS CITY HALL COUNCIL CHAMBERS
WEDNESDAY, MAY 19, 2010

ALPHA REPORTING CORPORATION
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A P P E A R A N C E S

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COMMISSIONER MARK ACTON
COMMISSIONER DAN G. BLAIR
COMMISSIONER TONY L. HAMMOND
COMMISSIONER NANCI E. LANGLEY

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Southeast Area Vice President US Postal Service

CHERYL CHAPMAN
Envelope Paper Products Manager
International Paper Company, Memphis Tennessee

JOSEPH ADAMS
Publisher, The Lebanon Democrat
Lebanon, Tennessee

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Memphis, Tennessee

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1 (PROCEEDINGS)

2 COMMISSIONER HAMMOND: Good afternoon.
3 My name is Tony Hammond, and I'm joined today by
4 Commissioner Dan Blair, who is the former Chair
5 of the Commission, Commissioner Mark Acton and
6 Commissioner Nanci Langley. Our chairman, Ruth
7 Goldway, was at our hearing earlier this week in
8 Dallas, Texas.

9 And I do want to welcome you all here
10 today. It's a pleasure to be in Memphis at this
11 hearing for the Postal service proposal to being
12 part of the mail service nationwide. And we
13 would like to thank the Memphis City counsel and
14 the City Hall staff for their support in enabling
15 permission to use the counsel chambers for
16 today's hearing. So it's very nice, and we
17 appreciate your support very much.

18 And we're also pleased to recognize
19 Ms. Sheila West, who is the neighborhood liaison
20 of Mayor Wharton who helped us contact and work
21 with the Memphis Neighborhood Association
22 leaders. So thank you very much.

23 Some of you here may not be familiar with
24 the work of the commission. The Postal

1 Regulatory Commission is the statutory regulator
2 of the Postal Service. We have the
3 responsibility to oversee the Postal Service with
4 regard to rate setting, universal service,
5 service performs, and for the overall
6 transparency and accountability of the Postal
7 Service to the American people. The day-to-day
8 operational management of the Postal Service is
9 the responsibility of the Postmaster General and
10 his management team.

11 So this hearing is part of a national
12 public review that was to be done by the
13 Commission on March 30th of this year. We are
14 examining a United States Postal Service proposal
15 to eliminate Saturday mail delivery service
16 nationwide.

17 The Postal Service is required to ask the
18 Commission for an advisory opinion on any change
19 in nationwide service it proposes. And this is
20 one of the most significant changes the Postal
21 Service has ever presented to our Commissions.

22 The Postal Service has advised the
23 Commission that due to the following mail volumes
24 and revenues, it is considering eliminating

1 Saturday mail collection and delivery service
2 except for Express Mail and post office box
3 service. Our commission procedures provide for
4 public on-the-record hearings to analyze and
5 cross-examine the Postal Service's proposal and
6 their supporting evidence.

7 During the process, mail users and
8 interested members of the public main office
9 supporting or opposing views, both informally and
10 as part of the more formal technical
11 presentations. In view of the widespread impact
12 this proposal will have, the Commission is
13 conducting seven field hearings in addition to
14 our proceedings in Washington, DC so that we can
15 hear directly from the customers, the employees
16 and the organization that will be directly
17 affected.

18 The elimination of one mail delivery day
19 is not a new concept. It's been proposed many
20 times and was the subject of extensive
21 Congressional review in 1977 and in 1980. And in
22 1983, the Congress adopted specific language that
23 requires the Postal Service currently maintain
24 six-day delivery. The Postal Service has asked

1 Congress to rescind this language. We expect
2 that the Commission's advisory opinion and what
3 we learn here today among our hearings will be
4 considered by Congress as it reviews the Postal
5 Service's request to change the law.

6 The testimony provided by all of our
7 witnesses today will help educate and inform the
8 Commission as we continue our study into the
9 Postal Service proposal, and it will help the
10 Postal Service directly. And we sincerely
11 appreciate the witnesses' willingness to be here
12 today and to add to the Commission's record on
13 this important issue.

14 Now, before we go over the procedures, I
15 do want to recognize my fellow Commissioners for
16 any remarks that they wish to make. And if you
17 will bear with me as I control the mic,
18 Commissioner Blair.

19 COMMISSIONER BLAIR: Thank you very
20 much. I'd like to tell the panel, I appreciate
21 the chance to be in Memphis and the MidSouth
22 today with my fellow Commissioners. And I'd like
23 to welcome the witnesses, as well.

24 The hearing today gives me a chance to

1 renew my ties to Memphis and the state of the
2 Tennessee. I -- like Commission Hammond, I hail
3 from the state of Missouri, which is just a
4 neighboring state to the Northwest across the
5 Mississippi. And I also worked for four years
6 for a former Senator from the state of
7 Mississippi, Fred Thompson, associate counsel
8 among other committees.

9 Senator Thompson had a strong interest as
10 Postmaster and Chair oversight there about ten
11 years ago on a similar issue. Not six- to five-
12 day delivery, but record deficits and thought
13 that Congress would be able to help the Postal
14 Service remain financially viable.

15 At that time, Senator Thompson opened his
16 hearing with a statement about finding press. He
17 said the ox is in the ditch. Well, that ox got
18 out of the ditch during the past decade because
19 we've certainly seen that something somehow
20 pushed that ox back to -- back in the ditch; and
21 that's what we're here today, to see how we can
22 get the Postal Service under renewed viable
23 financial footing.

24 Over this past decade, I think it's

1 important to see where the Postal Service has
2 gone terms of its finances and what Congress has
3 done for it and to it. In 2003, Congress gave
4 the Postal Service \$78 billion in pension
5 relief. That was followed in 2006 when they
6 gave -- when Congress gave it another \$27 billion
7 in pension relief.

8 But what Congress giveth, Congress can
9 also taketh. And Congress has asked the Postal
10 Service to pay five-plus billion dollars a year
11 into a retiree health benefits fund.

12 The Postal Service has also pointed out,
13 there was a potential overfunding of the Postal
14 Service's responsibility for its retirement
15 pensions to the tune about \$75 million; and
16 that's something that the Commission looks at --
17 is looking at.

18 In addition, last year, Congress gave the
19 Postal Service \$4 billion in an attempt to stave
20 off any attempts it would have in making -- in
21 not being -- in not making its payroll or other
22 obligations.

23 So where are we today? Well, we've seen
24 the Postal Service propose one of the most

1 significant changes in Postal Services, and
2 that's a little key that we've seen in earlier
3 generations. And that's going from six days a
4 week to five days a week.

5 The purpose of these hearings is to give
6 the public an opportunity to be heard from on how
7 such a change in service will impact them. And
8 when we talk about the public, we mean a broad
9 range of you. So everything from big industry to
10 small businesses, mailers, unions, the public at
11 large. We want to hear from any and everyone on
12 how this might impact you if the Postal Service
13 were allowed to do this.

14 Chairman Hammond hit the nail on the head
15 when he says it's going to take an act of
16 Congress to do it, but Congress is going to look
17 at what the Commission does and recommends in
18 this regard. And so what our hearings are doing
19 here in Memphis, earlier in the week in Dallas,
20 and Las Vegas, and Buffalo, and Chicago, and
21 across the country will help form our opinion as
22 we look at the Postal Service's proposal.

23 So with that in mind, I want to welcome
24 the witnesses. You know, there are a lot of

1 financial balls up in the air today. I mentioned
2 the pension issues, the health benefit issues.
3 We're also hearing the Postal Service may be
4 filing what's called an emergency rate case for
5 this in which they would propose to hike postal
6 rates up and above the rate of inflation.

7 So if you have all of these balls being
8 juggled in the air, how does that all mix in with
9 this proposal here today? It's something -- it's
10 something that's going can be a challenge for
11 some of the commissioners and for the commission
12 and for the Postal state at large as we try to
13 unravel and come up with good public policy that
14 will ensure future financial viability of the
15 Postal Service.

16 With that, Commissioner Hammond, thank
17 you very much.

18 COMMISSIONER HAMMOND: Thank you. I hope
19 I turned you off.

20 Commission Langley, I hope I now turn you
21 on.

22 COMMISSIONER LANGLEY: Thank you,
23 Chairman. you're doing this very well.

24 I do want to thank all of our witnesses

1 for being here today. The insight that you will
2 share with us, and your perspectives, are very
3 important, as my colleagues have said. We do
4 have an open docket where there are solicited
5 views formally through this hearing process as
6 well as informally through all of you who are out
7 in the audience. And thank you for participating
8 in this public event today.

9 Everything that you witnesses have to
10 say, and you in the audience will have to say,
11 affirms the public's interest in the Postal
12 Service's proposal to end six-day delivery. The
13 Commission is limited to the evidence presented
14 in this docket, and it's why public hearings are
15 such an essential component of the review that we
16 are undertaking.

17 Our opinion, we definitely will inform
18 Congress and it's Congress who will have to make
19 the final decision as to whether or not there
20 will be a day of delivery eliminated.

21 I think the changes and ramifications of
22 the Postal Service's proposal, both anticipated
23 and are intended to demand a very thoughtful
24 examination. And as Commissioner Blair said,

1 there are many financial balls in the air. The
2 hope is always that it's just the rubber ball and
3 not the glass egg.

4 But we do -- we are mindful -- let's just
5 say that -- of the Postal Service's financial
6 situation. But I am also mindful of the
7 intangible relationship this country has with the
8 U.S. Postal Service and the intertwining of the
9 history of the nation with the Postal Service.

10 It is the Postal Service that fostered --
11 helped foster the entrepreneurial spirit of the
12 country that moved Benjamin Franklin from the
13 first Postmaster General to -- or just Postmaster
14 to really reach out to the citizens in his
15 surrounding area with his publication, but so the
16 same with Ebay or Amazon. They have all used the
17 Postal Service to drive their invention.

18 And I also know that the Postal Service
19 continues to link families and friends in the
20 physical delivery versus the electronic delivery
21 of hard copy mail, continues to be important.
22 Most businesses -- and very importantly, it runs
23 the accessibility of this nation's seniors, those
24 with limited mobility, residents of geographic

1 areas and about a quarter of our population is
2 without internet access.

3 So today's discussion will definitely
4 shed additional insights into the impact that
5 reducing the daily delivery could have on the US
6 Postal Service. And I look forward to hearing
7 from you all. Thank you.

8 COMMISSIONER HAMMOND: Thank you,
9 Commissioner Langley. And now from Commissioner
10 Acton.

11 COMMISSIONER ACTON: I want to thank our
12 witnesses today for their time and testimony. We
13 know that you're the best individuals, and we
14 appreciate you creating the record this
15 afternoon.

16 I want to thank Memphis for the fine
17 barbecue and the Southern hospitality. I'm from
18 up the road in Kentucky, so it's nice to be back
19 in this part of the nation.

20 Whether you are a witness today on the
21 panel or whether you're simply here to share your
22 observations we have brought to you, considering
23 the design of the Commission in one form for
24 better insight regarding the Postal Service's

1 proposal to eliminate Saturday mail delivery.

2 Postal Regulatory Commission is obligated
3 by law to provide a classic opinion of the United
4 States Congress as well as the President and the
5 Postal Service regarding this proposal. While
6 our opinion is not binding on the Postal Service,
7 our views shall advise Congress and the Postal
8 Service if and how this proposal may comply with
9 Title 39 of the United States Code.

10 The law instructs this Commission to
11 provide users of the mail as well as the general
12 public an opportunity to be heard on the record.
13 And that's why we embarked on this seven-city
14 tour, to be able to solicit this views today.
15 Your participating today will assist us in
16 offering the kind of guidance on specific impacts
17 of fundamental services to be provide -- being
18 provided to our nation since the beginning.

19 How important is this matter? It's
20 important enough that our nation's founders
21 provided Congress the power to establish and
22 provide Postal Service in the very first article
23 of the United States Constitution.

24 The Postal Service is seeking for an

1 answer in this regard. They indicate that their
2 dire financial conditions require quick action on
3 the request. My colleagues and I are committed
4 to arriving at a thoughtful, well-reasoned
5 determination as quickly as possible, but we also
6 must take time into account for your views today.
7 Swiftness may be good, but we are obliged
8 foremost to get it right rather than insisting we
9 do it fast.

10 I want to thank you again for your time
11 and look forward to hearing from you. And thank
12 you, Mr. Vice-Chairman.

13 COMMISSIONER HAMMOND: Thank you,
14 Commissioner Acton.

15 Now, let me briefly describe this
16 process. We intend to hear to two panels of
17 witnesses today. I will introduce each panel.
18 In turn, I will swear them in and then allow them
19 to provide oral statements for our record. There
20 will then be an opportunity for the Commissioners
21 to question each panel.

22 These hearings are being transcribed and
23 the witnesses' testimony and responses to any
24 questions from the Commission will become part of

1 the evidentiary record in this case. Other
2 participants will have the opportunity to review
3 the transcript of this hearing and offer comments
4 if they so choose during the rebuttal phase of
5 the case.

6 I would like to now introduce our first
7 panel. First is Linda Welch. Thank you being
8 for here. It's nice to see you again. Linda is
9 the southeast area vice-president for the United
10 States Postal Service.

11 And then next is Cheryl Chapman. Cheryl
12 is Envelope Paper Products Manager for
13 International Paper -- International Paper
14 Company.

15 And we're also pleased to have with us
16 Joseph Adams, publisher of The Lebanon Democrat.
17 I hope I said that right, Lebanon.

18 COMMISSIONER ADAMS: That's exactly
19 right.

20 COMMISSIONER HAMMOND: Yeah. In
21 Missouri, we have witnesses who have asked me how
22 you get to Lebanon and I didn't have any idea.
23 But anyway, but okay.

24 So and the final member of the panel is

1 William Graham, Jr. He is a member of the
2 National Star Route Contractors Association.

3 So thank you all for being here and I
4 will now swear you in. If you witnesses would
5 please rise.

6 Do you affirm that the testimony you are
7 about to give is the truth, the whole truth and
8 nothing but the truth?

9 COMMISSIONER HAMMOND: Thank you. Let
10 the record show that all of the witnesses
11 answered in the affirmative.

12 I would like to ask Ms. Welch to lead off
13 our first panel. If she would, your entire
14 statement will be included for the record. If
15 you want to summarize, that will be fine.

16 MS. WELCH: Thank you, Commissioner
17 Hammond, Commissioners Acton, Blair and Langley.
18 Good afternoon, and let me welcome you to the
19 southeast area.

20 As you know, I am Linda Welch, Vice
21 President of Area Operations for the Southeast
22 Area of the United States Postal Service. I
23 welcome you and your staff to Memphis on behalf
24 of all of 82,000 postal employees in Alabama,

1 Florida, Georgia, Mississippi and Tennessee.

2 I'm glad to see you once again and to
3 share with you local details of the financial and
4 operational challenges that the Postal Service is
5 now working through.

6 I began my postal career in 1973. And I
7 can honestly say that I have consistently
8 nurtured a strong commitment to quality service
9 for household and business customers of all
10 sizes, whether they're located in major
11 metropolitan areas, in mid-size cities, small-
12 towns or in rural areas. This same commitment is
13 echoed throughout the ranks of the Postal
14 Service.

15 Before becoming the area vice-president,
16 I served as manager of the Dallas District. I
17 understand you had the pleasure of being in the
18 "Big D" on Monday. I hope you find your visit
19 here to Memphis as hospitable and informative as
20 Dallas. And since I've been in both places, I
21 will not vote based on the barbecue
22 establishment.

23 Last year, I had the honor of serving as
24 the Acting Vice-President of Delivery and Post

1 Office Operations at Postal Service Headquarters.
2 And in that role, I had the opportunity to brief
3 the Commission on certain retail issues. And I'm
4 pleased to have the opportunity to share
5 information with you again today.

6 My objective today is to provide details
7 of local operations to illustrate the financial
8 and operational challenges that have led the
9 Postal Service to request the Commission's
10 advisory opinion.

11 Since the Commission selected Memphis for
12 today's hearing, I will focus on the Tennessee
13 district.

14 The district consists of the state of
15 Tennessee and the northwest corner of Georgia.
16 It includes the 307 and the 370 to 385 three-
17 digit ZIP codes. We have processing and
18 distribution centers located in Nashville,
19 Memphis, Knoxville and Chattanooga. Memphis is
20 also the site of one of our Network Distribution
21 Centers, one of the 21 total nationwide.

22 The Tennessee District provides retail
23 and delivery service to over 6,000,000 residents.
24 Within the district, there are more than 620

1 postal facilities. In Quarter 1 of Fiscal Year
2 2010, the Tennessee District delivered 1.65
3 billion pieces of mail. Our delivery network
4 here includes more than 2.9 million street
5 addresses and a total of over 280,000 post office
6 boxes. More than 2,350 collection boxes in the
7 District provides convenient access to the mail
8 stream.

9 Like the other seven Districts in the
10 Southeast Area, the Tennessee district employs
11 managers, supervisors, carriers, mail handlers,
12 clerks, custodians, mechanics and many other
13 postal employees, all dedicated to providing
14 quality customer service, despite the increasing
15 challenges that are facing the Postal Service.

16 Our Nashville employees exemplify this
17 dedication in their heroic work to restore
18 service after the recent devastating flood. I'm
19 sure you saw the news coverage about the recent
20 flood. Despite some personal hardship in many
21 cases that our employees experienced, they are
22 currently providing the best possible service to
23 our customers here in Tennessee.

24 My written statement contains details

1 regarding the number and type of local retail
2 outlets, including alternate access points. That
3 material reflects what you've heard from the
4 other Postal Service witnesses. I have the
5 numbers available separately if you have
6 questions; but otherwise, I will not repeat them
7 here.

8 The Commission is reviewing a Postal
9 Service plan for five-day street delivery and
10 related service changes. That plan will
11 eliminate, except for Express Mail, the Saturday
12 delivery of all mail to street addresses. It
13 will eliminate collection of mail on Saturdays
14 from those addresses and also from our blue --
15 our regular blue collection boxes and the
16 Saturday processing of outgoing mail.

17 Processing of incoming mail will not
18 change, nor will delivery to post office boxes,
19 which will continue Monday through Saturday.
20 Postal retail units will also continue to accept
21 mail and provide no service on Saturdays. The
22 Postal Service intends to implement these changes
23 during the calendar year 2011 on a date yet to be
24 determined.

1 As you know, the Postal Service plans --
2 the Postal Service's plan is contingent upon
3 Congress not enacting a five-day delivery
4 prohibition for fiscal year 2011. I will not
5 speculate about what Congress may or may not do.

6 The policy, financial and operational
7 justification for the service changes you are
8 reviewing are presented in detailed written
9 testimony, submitted by several of my fellow
10 senior postal executives from Headquarters and
11 other expert witnesses. They will testify before
12 you in Washington DC in July.

13 Those hearings should eliminate the
14 operational details, cost and revenue
15 implications and national policy issues relating
16 to the proposed service changes. I'm sure that
17 you will find the hearings in July constructive
18 and informative.

19 What I will do today is share some local
20 data relative to the broader operational and
21 financial challenges that face the Postal Service
22 and that have led us to pursue the service
23 changes that you are reviewing.

24 I know you routinely review national

1 postal operational and financial data and that
2 you're aware of the volume, cost and revenue
3 trends that are crippling the Postal Service.

4 I'm aware that you visited the Las Vegas
5 and Sacramento postal districts last week in
6 addition to my former district in Dallas on
7 Monday of this week. All three districts are
8 suffering considerably from the economic
9 recession. The postal economy in the Tennessee
10 District, unfortunately, tracks what has happened
11 in those districts.

12 Postal operations in the Tennessee
13 District have also felt the painful impact from
14 sharp changes in mailing behavior that have
15 driven down mail volume and postal revenue in
16 recent years.

17 From Quarter 1 of Fiscal Year 2005 to the
18 same quarter now in the Fiscal Year 2010, the
19 Tennessee District saw a volume decrease of about
20 28 percent. So a quarter of what we deliver has
21 gone away. At the same time, the total number of
22 city and rural carrier delivery points in the
23 District have increased by 7 percent. As a
24 result, the total volume per delivery point has

1 declined by 33 percent.

2 The Tennessee District has experienced a
3 14 percent drop in total revenue over this five-
4 year period; and a total operating revenue per
5 delivery point has fallen by 19 percent. These
6 are very unsettling trends.

7 Throughout the Southeast area, our
8 customers have said that we're making strides in
9 improving service, but these customers also
10 describe how the internet has changed the way
11 that many of them choose to conduct their
12 personal and their commercial transactions that
13 might otherwise go into the mail stream.

14 I don't know how much First Class mail
15 volume has been lost permanently here in the
16 Tennessee District or nationally because of this
17 electronic diversion. I don't know if or when we
18 will ever return to the 210 billion-plus pieces
19 per year.

20 As the Area Vice-President, I face these
21 challenges in the southeast area every day. And
22 I recognize that there is a need for action to
23 reduce costs significantly. I will be
24 responsible for ensuring that the southeast area,

1 including this Tennessee District, communicates
2 effectively to our customers what service changes
3 are coming and the options that best suit the
4 needs of each of our customers.

5 These changes will entail adjustments for
6 our customers; minor for some and more
7 substantial for others. While some may find that
8 our new operating model does not suit their
9 mailing and shipping needs, I truly believe that
10 our ongoing commitment to provide good service in
11 the southeast area will help us retain as well as
12 attract new postal business.

13 Customers seem to understand that the
14 Postal Service faces difficult challenges today
15 and in the near future, and that there are no
16 readily available easy solutions. These
17 customers emphasize their need for advanced
18 notice of any service changes so that they can
19 plan and adjust.

20 Accordingly, we will give six months'
21 notice of an implementation date in 2011 selected
22 for the five-day plan. Our goal will be to
23 ensure that our southeast area customers
24 understand how they can continue to rely on the

1 Postal Service to meet their mailing and shipping
2 needs.

3 The Postal Service has a website at
4 fivedaydelivery@ups.com which provides planning
5 guides, frequently asked questions. It has the
6 answers that are tailored specific to household
7 and commercial needs. When the time comes,
8 multiple mailings to residential and business
9 customer will explain service changes and our
10 customers' options.

11 Signs will be in our retail lobbies and
12 new labels will be placed on all of our
13 collection boxes to reflect the elimination of
14 Saturday collections. An extensive print TV and
15 radio news media will supplement these direct
16 customer communications.

17 I appreciate the opportunity to appear
18 here today to provide testimony. I'll be happy
19 to answer any questions. And if necessary, I'll
20 work with counsel to ensure that the Commission
21 gets a response to any outstanding questions that
22 you might have. Thank you for the opportunity.

23 COMMISSIONER HAMMOND: Thank you,
24 Ms. Welch.

1 I should mention, we -- we will hear
2 first all of the statements and then we will hold
3 our questions until all of you have been able to
4 give your statements.

5 So if you could proceed, Ms. Chapman,
6 please.

7 MS. CHAPMAN: It is a great honor for me
8 to appear before the Postal Regulatory Commission
9 today to talk about a view outside of Washington,
10 DC on the Postal Service's proposal to change
11 mail service from six days to five days.

12 Before I begin my testimony, I will give
13 you a brief background on myself. I have a
14 degree in Chemical Engineering and I have worked
15 for International Paper for over 25 years. I
16 have worked in various jobs. My job at the
17 moment is to ensure that our product has an
18 excellent quality and to lead product development
19 efforts. I have been involved with postal
20 matters for at least a decade.

21 Working with other employees to stop "Do
22 Not Mail" efforts at both the Federal, State, and
23 City level, and most recently heading the
24 Envelope Manufacturers Association Foundation's

1 Institute of Postal Studies. I serve as a
2 trustee of that Foundation and director of a
3 postal team which sponsors research and education
4 on postal matters.

5 The United States Postal Service is very
6 important to International Paper and our envelope
7 customers. Mail-in envelopes comprises 120
8 billion of the 202 billion of pieces of household
9 mail. Of all the uncoated free-sheet paper
10 manufactured in the U.S. by International Paper
11 and its competitors, 28 percent goes through the
12 mail stream.

13 This is a significant portion of our
14 industry, and you can see why we take an interest
15 when major changes occur -- are proposed for
16 altering the Postal Service operation. After
17 all, the demand for our clients is, in many ways,
18 tied to efficient and affordable delivery of mail
19 from our customers to American consumers.

20 As an engineer, I can appreciate the
21 tremendous complexity of the decision that you
22 have before you, because getting mail across the
23 country is a very complicated and extensive
24 process. This process is similar in context to

1 our delivery network; we have to get our paper to
2 the right place at the right time economically.

3 The Postal Service is different in that
4 we, in the paper industry, have competitors. I
5 can certainly understand that the Postal Service
6 has electronic competitors and other delivery
7 services, but it's still the predominant
8 enterprise in the physical delivery market.

9 As a business person, I know that it's
10 very difficult to raise prices and reduce
11 services at the same time. As I look at the
12 proposal to eliminate one day of service, I have
13 to ask myself: In today's competitive
14 communications marketplace where electronic
15 media can be used as a permanent substitution,
16 are we doing the right thing in asking our
17 customers to pay more for less service?

18 I can understand the USPS's dilemma. I
19 was recently at the National Postal Forum in
20 Nashville, Tennessee. The Postmaster General was
21 asked how he thought he would ever make up the
22 \$223 billion he stated that he needed in this
23 decade. The answer that we received is that
24 we'll have to share the pain, which I interpreted

1 to mean the mailers, the citizens, the vendors
2 and the postal employees. In my opinion, we must
3 have a balanced solution.

4 In my role as a chairman of the Institute
5 of Postal Studies, I've had the opportunity to
6 speak with quite a few experts in research
7 studies. Members of Congress have heard us tell
8 them that the USPS is on the brink of insolvency.
9 As you know, in 2009, the USPS had the largest
10 one-year loss in history. It is a system built
11 for 300 billion pieces of mail with only 177
12 billion delivered in 2009.

13 From a business perspective, there's
14 always a reduction in volume when you raise price
15 and decrease services. Before you decide to
16 eliminate a day of delivery, please make sure you
17 understand the downstream consequences of future
18 price increases and a decline in service
19 standards. Also, the decline will be essentially
20 permanent due to electronic substitution. I
21 personally have graphed that for the last --
22 going way back for two decades to see that we
23 were always -- we always came back from postal
24 increases until the early 2000s, we started

1 seeing a permanent decline.

2 As I said at the beginning of my
3 testimony, a financially viable Postal Service is
4 important to the paper industry in my company.
5 You must understand the entire impact. There is
6 a value chain that provides paper, envelope,
7 gums, inks, films and shipping services. If you
8 eliminate a day of delivery, you will need to
9 determine the effect on this value chain as a
10 result of that delivery day elimination.

11 I am concerned about how much USPS will
12 really save if they eliminate a day of delivery.
13 I know you have testimony that covers a great
14 deal of cost analysis. I personally have read
15 the recent research studies that were done by the
16 Tennessee and by BCG.

17 We know that through our research via the
18 EMA Foundation, that mail has a value because it
19 is timely. No one wants to mail a late
20 advertisement or a late bill. If we change this
21 service standard, we must truly know how late
22 that statement or offer will arrive because it
23 now has value not in its physicality, but also
24 its timeliness.

1 Our EMA Foundation research revealed 78
2 percent of the people we surveyed still like the
3 mail, but will they like the mail tomorrow with a
4 different cost and service standard? That is the
5 important question.

6 One of the studies, which I personally
7 directed, was our mail and jobs analysis. In
8 2008, there were 8.3 million jobs in the United
9 States and \$1.3 trillion in economic activity
10 associated with the mail industry. This includes
11 catalog companies, publishers and all the
12 different people that communicate by mail as well
13 as those that support these businesses, including
14 printers, paper companies, technology companies
15 and other services. These business and
16 organizations rely on a healthy and affordable
17 Postal Service to communicate with customers and
18 promote commerce.

19 All of the jobs in this study were US
20 jobs. And when mail volume declines, the number
21 of American jobs declines. I am going to be
22 doing another study at the end of this year after
23 the census.

24 Mail has two values: The value to the

1 sender and the value to the receiver. While the
2 average cost per mail can be calculated -- can be
3 calculated, it is difficult to put a value to the
4 receiver. According to DMA, the average return
5 on investment of an acted-upon direct mail piece
6 is \$11.48. But when you broaden this vision to
7 the entire economic chain beyond this
8 transaction, the total value is much higher.

9 Other alternatives to reduce costs
10 include increasing the time period to pre-fund --
11 to pre-fund the Postal Service Retiree Health
12 Benefit Fund. As you mentioned, Commissioner --
13 I believe it was Commissioner Blair, that I
14 believe it was \$5.8 billion or so and it's over a
15 ten-year period. That time could be extended.

16 The other thing is, I was involved also
17 with the CSRS bill in 2006. I actually had the
18 opportunity to go to the Eisenhower building and
19 watch the bill signed into law. But that, as you
20 mentioned, also, the \$75 billion that we believe
21 we have paid -- overpaid in the last 20 or 30
22 years since 1970s. This overpayment could be
23 applied against the current postal debt.

24 In summary, I believe there are many

1 considerations in deciding whether to reduce mail
2 volume and to make other service changes beyond
3 just the impact on consumers and whether they
4 would mind one day less of delivery. It is more
5 important to consider the impact to the overall
6 value chain; from the businesses that want to get
7 their mail to the customer on time, from the
8 greeting card recipient, or the small businesses
9 that need their advertisement to be received in
10 time for a Saturday sale.

11 Local businesses use the mail; it is a
12 critical avenue for commerce. We also need to
13 understand the overall impact on jobs. We may
14 have to eliminate one-day delivery because we
15 have no other choice, but I hope that we'll make
16 that decision in a well-reasoned and complete
17 way. Thank you.

18 COMMISSIONER HAMMOND: Thank you,
19 Ms. Chapman.

20 Mr. Adams.

21 MR. ADAMS: Good afternoon, members of
22 the Postal Regulatory Commission. Welcome to
23 Tennessee. Thanks for taking the time to hear
24 from your customers today. My name is Joseph H.

1 Adams, and I am the publisher of three newspapers
2 in Middle Tennessee. All three newspapers are
3 delivered 80 percent or more by the United States
4 Postal Service. We are proud of that partnership
5 which distinguishes us from the "driveway litter"
6 or that of newspaper carrier delivery.

7 I'm here today to testify to three points
8 on the matter of five-day delivery that have
9 relevance to my industry, to my community and to
10 your revenues.

11 First, my daily newspaper is The Lebanon
12 Democrat, located in Wilson County, Tennessee.
13 Yearly, we do \$180,000 a year in periodical rate
14 postage and an additional \$180,000 a year in
15 standard saturation rate postage. We have a
16 circulation of around 7,500 six days per week;
17 and 6,000 of those are delivered by the United
18 States Postal Service.

19 The citizens of Wilson County, Tennessee
20 will suffer a service loss of timely general
21 news, timely high school sports news and timely
22 community news if you discontinue Saturday
23 delivery. As an example: Folks who die after
24 midnight on a Friday could be buried before their

1 relatives read about the death in my newspaper
2 Monday edition.

3 At risk for my business is more than
4 \$280,000 per year in circulation and advertising
5 revenues, just from Saturday deliveries alone.
6 Saturday is the largest advertising day of the
7 week and represents more than one-fifth of all
8 our newspaper-related revenues.

9 Second, in assessing alternatives at my
10 newspaper, I am finding that all of my
11 alternatives will cost the USPS revenues for
12 which it may not be aware. Should I suspend
13 Saturday publication (or use alternative delivery
14 sources), the USPS will lose more than \$37,000
15 per year in in-county periodical revenues.
16 Perhaps you have already considered that loss.
17 However, what you may not have considered is that
18 should I begin my own carrier deliveries six days
19 per week. You will not only lose the \$180,000 in
20 in-county revenues, but you'll also likely lose
21 the additional \$180,000 of saturation rate
22 revenues, as well.

23 In this case, the USPS stands to lose
24 more than ten times its expected Saturday revenue

1 losses; and there are more coming for you. The
2 recent survey that I did of the 15 Tennessee
3 Press Association members with Saturday mail
4 deliveries shows that an additional 8,000 pieces,
5 six days a week are likely to be moved as they
6 expand into newspaper carrier delivery. That
7 will cost, in Tennessee alone, an additional
8 \$250,000 just in in-county revenues.

9 I had occasion to discuss this topic with
10 six other newspapers outside of Tennessee. These
11 newspapers, like my newspaper, rely mainly on
12 USPS for deliveries. Without exception, the loss
13 of Saturday delivery forces discussions about
14 changing all six days to in-house carrier
15 deliveries. The potential losses to the United
16 States Postal Service is likely hundreds of
17 millions of dollars above your projection.

18 My third and final point is illustrated
19 in the fact that when I started my newspaper
20 career in 1976 at a multi-county regional
21 newspaper, I spent a great deal of my first few
22 years moving rural subscribers from mail to
23 newspaper carrier delivery because out-of-county
24 periodical rates were soaring. Today, those

1 rates are more than four times the cost of
2 in-county rates.

3 In 2007, during the early days of the
4 recent newspaper recession, newspapers across the
5 county were clamoring to reduce expenses. Many
6 of them called -- many of them began to
7 investigate changes to go to mail delivery and
8 were stopped cold by the exorbitant costs
9 involved in out-of-county rates for newspapers.

10 I have a BA in Journalism and an MBA.
11 What if our economic professors were correct?
12 And what if reduction in prices could actually
13 involve a huge delivery, and revenue, volume
14 increasing for the United States Postal Service?

15 The Price Elasticity of Demand theory in
16 business economic terms explains it very well.
17 The USPS has moved well past its price
18 equilibrium point for revenue maximization of
19 newspaper deliveries. In other words, out-of-
20 county prices has already caused you to lose
21 millions of dollars in revenues. Moving and
22 redefining the "in-county rate" into a "Newspaper
23 Designated Market rate" could mean the infusion
24 of millions and millions of daily brand-new paid

1 mail pieces into your delivery system, all
2 brought to you sorted at the carrier sequence
3 level and delivered as exceptional dispatch to
4 even the smallest of post offices. No expensive
5 handling or sorting at all.

6 In conclusion, when you move to five-day
7 delivery and cut Saturday delivery, the citizens
8 of my county will be greatly inconvenienced in
9 their lives, and my small newspaper could lose
10 \$280,000 or one-fifth of its total newspaper
11 revenues, which would be ruinous to my newspaper
12 and to the community that depends upon it. But
13 no matter what I chose to do to ameliorate these
14 losses, the USPS in Wilson County will lose a
15 minimum of \$37,000 and as much as \$350,000 in
16 revenues, and those USPS losses are likely
17 multiplicative across the United States, and
18 there are likely to be hundreds of millions more
19 than you think.

20 I ask that the USPS seek a newspaper
21 partnership and consider a rate reduction in
22 out-of-county rates for regional newspapers that
23 can provide hundreds of millions of dollars --
24 hundreds of millions of new pieces to newspapers.

1 I want to thank the Commission for their
2 time and letting me discuss this.

3 COMMISSIONER HAMMOND: Thank you,
4 Mr. Adams.

5 Mr. Graham.

6 MR. GRAHAM: Good afternoon, Commissioner
7 Hammond and fellow Commissioners. I'd like to
8 add to the comments from Mr. Adams, welcome to
9 Tennessee, and I hope you've had an opportunity
10 to have some fine barbecue during your stay here.

11 I'm here representing the membership of
12 the National Star Route Mail Contractors
13 Association. We represent approximately 17,000
14 contractors across the country, most of whom are
15 small, minority or women-owned businesses. Our
16 membership contracts through the Postal Service
17 for the delivery of mail to individual mailboxes
18 as well as the transportation of mail by various
19 modes, mostly highway.

20 Our industry has been experiencing the
21 same economic pain that the Postal Service has
22 encountered over the last few years. The vast
23 majority of our memberships are captive suppliers
24 to the Postal Service; and our fates are tied to

1 the fate of the Postal Service. The Postal
2 Service has taken many steps to reduce to reduce
3 the contracting transportation costs, such as
4 four-year fixed rate contracts, significant rate
5 reductions at renewal, reduction in extra trip
6 rates, reductions in transportation miles due to
7 the network, and voluntary reductions requested
8 by the CFO, Mr. Corbett.

9 Although we've endured this economic
10 pain, our Association has reached out to Congress
11 to request relief from the pre-funding of
12 retirement benefits for the Postal Service. And
13 we continue to meet with senior management to
14 work jointly on issues of mutual interest.

15 Although our Association is concerned
16 about the impact on all our members of the reduce
17 in service from six to five days, we're most
18 concerned about the Contract Delivery Services
19 contractors. These are the smallest of the small
20 and would be the most impacted.

21 Another group we're concerned about is
22 the owner/operator contractor, as well. Our
23 Association has met with the Postal Service and
24 we have expressed our apprehension as to how a

1 one-day reduction in service would occur from the
2 Contract Delivery Service. All contractors have
3 fixed costs that have to be covered, whether they
4 will deliver six days or five days. Our CDS
5 contractors and owner/operators don't have the
6 volume upon which they can spread this cost
7 over.

8 To be fair and equitable, the Postal
9 Service should negotiate with all contractors,
10 especially CDS, small delivery contractors if a
11 reduction occurs.

12 The Commission has submitted four
13 questions: Will the savings the Postal Service
14 anticipates be as significant as they estimate?
15 We don't know, but we certainly hope so.

16 Will mail volume decrease more than the
17 Postal Service anticipates? As the economy has
18 stabilized, we were hopeful that the
19 deterioration in volume would, as well. It is
20 disturbing that it's apparently not happening,
21 though.

22 Postmaster General Potter says time is
23 right to stabilize the financial condition of the
24 USPS, they cannot wait for the economy to

1 recover. We believe an aggressive marketing
2 campaign and many other new steps should be
3 implemented to try and increase these mail
4 volumes again.

5 Will businesses and customers have
6 service that remains adequate? We believe so.
7 Although it would impact rural customers more
8 than it will the urban customers. But we feel
9 like with time, they'll adapt.

10 And, lastly, will the national economic
11 impact of service reductions offset or add to the
12 service? Again, we don't know. But the pundits
13 believe that the mailers will seek alternatives
14 if the service is reduced. I believe that the
15 mailers are constantly looking for alternatives
16 and they have not found a greater value for their
17 dollar than the Postal Service.

18 Thank you.

19 COMMISSIONER HAMMOND: Thank you,
20 Mr. Graham.

21 We will now open up the discussion for
22 questions and answers and follow-up comments.
23 And I will forego mine right now.

24 Commissioner Blair, would you like to

1 begin?

2 COMMISSIONER BLAIR: Thank you,
3 Commissioner Hammond.

4 Let me start off with just getting the
5 panel's thoughts. As I recall, there was a
6 Postal Service Slogan that said every -- and
7 Ms. Welch, you can correct me, it's every one,
8 every where, every day. And it seems like that
9 was when the strengths of the Postal Service was
10 that as planned. Not only to delivering to every
11 day or six days a week, but it's a plan that's
12 really most significant, and that is delivering
13 to every household and to the last mile.

14 And I'd like to know how -- from the
15 panelists, what your views are on -- if this is
16 one of the Postal Service's greatest strengths,
17 how does this proposal play into it? Should the
18 Postal Service be able to reduce the days of
19 delivery? Do you think that -- what do you think
20 the impact will be to the Postal Service five to
21 ten years down the road on that issues?

22 MS. WELCH: The slogan is every piece,
23 every day. And that is our commitment in
24 operations.

1 I think that the question that you're
2 posing from a Postal Service perspective, that
3 question will be answered in -- during the
4 hearing in Washington, DC. As an Operations
5 Vice-President, I'm not -- I'm not able to
6 respond to, you know, what the impact might be.
7 I'm more so concerned about continuing to give
8 the best possible service that we can to our
9 customers in the southeast area, and particularly
10 even here in the Tennessee district today, to the
11 customers who are with us today.

12 In operations, that is the primary
13 responsibility, to make sure that we deliver
14 every piece every day and that we are getting
15 those positive comments back from our customers
16 that the service is good, that they appreciate
17 the partnership, that they want to continue the
18 partnership. And it will be my responsibility
19 and role in operations to make sure that we
20 communicate the change and that we help our
21 customers understand how they continue to
22 effectively use the Postal Service.

23 COMMISSIONER BLAIR: Will part of this
24 communication be feedback on how -- on how this

1 proposal has -- should it go through, has it
2 affected the region and service area that we're
3 in? Would you be reporting back to headquarters
4 on the impact of that?

5 MS. WELCH: After a future change?

6 COMMISSIONER BLAIR: Uh-huh (affirmative
7 response).

8 MS. WELCH: I really don't -- I really
9 don't know what process would be put in place
10 after any implementation.

11 You know, we -- in operations as well as
12 oversight from our national headquarters, we look
13 every day at service impacts. We look, you know,
14 at the current process. We look at how
15 effectively we are meeting our customers' needs.
16 So I'm sure that would continue after any change.

17 COMMISSIONER BLAIR: Well, you really are
18 the eyes and ears of the Postal Service on a
19 regional basis; you would agree with that,
20 though?

21 MS. WELCH: I do agree with that.

22 COMMISSIONER BLAIR: And I asked your
23 colleague in Dallas this question, and I know she
24 had the same line of your testimony, as well,

1 that you confer regularly with the Postmaster
2 General, the Deputy Postmaster General and other
3 individuals. And knowing you from headquarters,
4 I think that that would be natural and
5 appropriate because you have -- and I think you
6 have a unique understanding -- or a better
7 understanding of how headquarters works.

8 MS. WELCH: Sure. And in that detailed
9 opportunity, of course, for me, gave me great
10 insight into how this works. And we do meet
11 regularly with -- with Mr. Donahoe and Mr. Potter
12 and his staff members at headquarters to exchange
13 information. It is our responsibility in the
14 field, mine as the area vice-president as well as
15 the district managers in each one of our
16 districts, to be in touch with our customers, we
17 do that daily. And to provide feedback on, you
18 know, what the needs are, what the satisfaction
19 level is in the field. That's, again, a daily
20 responsibility.

21 We have different methods for doing that,
22 you know, through our Postal Service customer
23 counselors. We just hosted the National here in
24 Nashville, fortunately before the flood, a couple

1 of weeks before flood, and had the great
2 opportunity, you know, through those regularly
3 scheduled meetings to exchange information, seek
4 feedback from our customers in those more
5 formalized meetings as well as our daily dealings
6 with customers.

7 COMMISSIONER BLAIR: And I think that's
8 important because that way, you get your fingers
9 on the headquarters tuning into our pulse on
10 what's happening around the country.

11 And I asked Mr. Deborne (phonetic) this
12 question in Dallas: To what extent was he
13 consulted or his feedback sought on this proposal
14 and he said it was not. I was wondering if we
15 could get your feedback on this.

16 MS. WELCH: I haven't really been
17 consulted during the development process. Again,
18 we're operations managers, and I love that.
19 That's why I'm here instead of headquarters.
20 We're operations managers. We implement the
21 development of things that are taking place there
22 and headquarters. It's not meaning -- well,
23 anything could happen, certainly. I'm aware
24 that, you know, there's been discussion about

1 changes that would be necessary in our mail
2 processing plants.

3 I'm seeking advice on certain issues,
4 questions from plant managers in the field. So
5 it's certainly not been in vacuum, but I'm not
6 part of any development team.

7 COMMISSIONER BLAIR: So the decision-
8 making tree in this part is really one-ways from
9 headquarters to headquarters and disseminated in
10 the field for putting out that message, but in
11 the field on whether or not this was a good
12 policy for the Postal Service or whether this was
13 the right direction or the impact or any
14 individual reasons were not sought.

15 MS. WELCH: I don't know if I would say
16 that information was not sought. Because as I
17 said, I am aware of -- there's been some
18 discussion, you know, with field operations
19 people and more changes become necessary about
20 mail concerning things that will impact the
21 change from a six-day to a five days.

22 So, you know, I don't agree that it's,
23 you know, without input. It's just not that we
24 are official members of any development team.

1 When I was at -- in the --

2 COMMISSIONER BLAIR: So there's really no
3 official input sought if you characterize it as
4 unofficial or, you know, informational --

5 MS. WELCH: Informational.

6 COMMISSIONER BLAIR: But no formal
7 process.

8 MS. WELCH: I'm not part of any task
9 force.

10 COMMISSIONER BLAIR: Do you know the
11 whole process --

12 MS. WELCH: Research.

13 COMMISSIONER BLAIR: -- to invoke in
14 order to reach out to the field to determine what
15 the impact would be on the grounds of such a
16 proposal?

17 MS. WELCH: In my position, I'm not aware
18 of any formalized outreach. I am, however, aware
19 that there has been contact with my managers and
20 operations in that field.

21 COMMISSIONER BLAIR: Well, I know that
22 the Postal Service -- Postal spokesmen were quite
23 busy today on the local news in getting out the
24 word on our policies and how it was going to be

1 set and the interpretation that the customers
2 would adjust. And I want to ask the panel: You
3 know, those adjustments, are you all capable of
4 making those adjustments or are any of those
5 adjustments going to help the Postal Service in
6 the long run, or is it going to hurt the postal
7 in the long run?

8 I'll start with Ms. Chapman.

9 MS. CHAPMAN: Well, when I look -- I want
10 to look at the adjustments -- I looked at it at
11 two different places. One thing is that when we
12 talk about every piece every day, you know, to
13 me, that -- for International Paper, that would
14 mean a ban on paper. When I was at the Postal
15 forum, we had a chance at the general sessions to
16 talk about questions and answers, and I asked
17 Postmaster Potter how much of a demand -- a
18 decrease will he see.

19 He -- after talking to his associates, he
20 said it would be around 0.5 -- he said 0.5, but
21 I'm not sure he meant 0.5. To me, I think that
22 number is very small. I thought the market
23 research in the middle of that, the number of
24 people that were involved was pretty small, if I

1 understood the presentation correctly. And I
2 think it's going to be greater than, I think,
3 even -- my understanding, you guys are some of
4 the 2 to 3 percent demand loss possibly the PRC;
5 is that right?

6 COMMISSIONER BLAIR: We're still in the
7 process of looking.

8 MS. CHAPMAN: Still in the process, okay.
9 I don't think it was greater than 16 percent
10 because it was one day of delivery loss. But
11 when you look at that, how does that affect it?

12 Well, number one, you got the whole
13 supply network, you know. Look at International
14 Paper. We've shut down paper mills in -- as I
15 said, almost, you know, between a fourth and a
16 third of the paper that goes through the -- that
17 we make, uncut a three sheet for us and our
18 competition is uncut a three-sheet for the postal
19 stream.

20 So when you're talking about any type of
21 demand in decrease, that has an economic impact
22 on us and anybody else that prepares the mail,
23 whether it's, you know, Blue Bell (phonetic) or
24 any other type of the printing all the way

1 through the whole job analysis to the trucking
2 and the contracting through the newspapers, et
3 cetera. So to me, I think that that is one
4 place -- and I don't think that there's adequate
5 research done by BCGG and also by the McKenzie
6 study to really understand impact, to reach out
7 to the suppliers for the Postal stream to see
8 what little the impact would be.

9 You know, we haven't had a chance to look
10 at a good number yet, but it's -- I believe it's
11 somewhere between -- personally, I believe since
12 this is -- it will be higher than the 3 percent.
13 That's lowering, of course, the one day.

14 So I think there could be a great impact
15 on this and other impacts since I'm talking --
16 have had a chance to talk with Mr. Acton.
17 Commissioner Acton issued that the rate should
18 increase. You know, I heard numbers of an
19 additional 5 percent for next year that they're
20 looking at. Postmaster General said, well, it
21 would be probably 8 percent. So that makes me
22 cringe. Along with the CTR index rate increase,
23 that could be quite an impact.

24 And as I mentioned before, that is a

1 permanent -- we're seeing a permanent loss of
2 demand from electronic substitution. When I was
3 doing some marketing work in the past, you know,
4 I call it the spiral effect. As every price
5 increase went up, volume went down. And it's
6 just spiraling downward after -- in, you know,
7 the 2000s, after 2000. Before that, it would
8 always come back again.

9 So did I answer your question?

10 COMMISSIONER BLAIR: I think you helped
11 us get a better idea of what the impact would be
12 from your perspective.

13 Mr. Graham, I think that you talked about
14 this, but I just want to get your point of view
15 as well as Mr. Adams.

16 MR. GRAHAM: Thank you, Commission
17 Blair.

18 Our Association has been there for the
19 Postal Service in the good times as well as in
20 the bad times. I remember back when the USPS
21 went on strike, when American Airlines went on
22 strike and our companies doubled and tripled in
23 volume, the mail that we moved, and the little
24 box delivery contractor, I'm sorry, I haven't

1 been around as long as Ms. Welch has and I do
2 consult with box delivery contractors, they
3 became really partner with the Postal Service
4 through that local Postmaster.

5 They're the ones that are out there like
6 letter carriers to rural route carriers, they're
7 getting the boxes. They're seeing people every
8 day. And they're also the ones that are helping
9 the Postal Service with this partnership that
10 they have with FedEx as well as UPS, that last
11 mile that she's talked about. They're the ones
12 that's carrying that package up there to that
13 door or was an issue for me to put into the
14 transportation stream at the UPS facility.

15 As far as the reduction, I can only speak
16 personally for our little company. We've
17 suffered a 25 percent reduction in gross revenue
18 since the beginning of 2009. We've laid off
19 almost half of our employees due to the network
20 realignment, but we're still there every day
21 getting the mail moved through the Postal
22 Service.

23 COMMISSIONER BLAIR: Mr. Adams.

24 MR. ADAMS: I think obviously that, for

1 my sake, you know that I can say catastrophic for
2 the Post Office in terms of mail volume and in
3 terms of mail revenue, but I think it's very
4 clear to me, having had to listen to Ms. Welch,
5 that we have been good to our customers. And our
6 customers can provide the United States Postal
7 Service with some opportunities to increase mail
8 that they have not actually -- in terms of my
9 industry, anyway, you can explore.

10 And I brought a case in point, which is
11 the difference between the out-of-county rate of
12 surrounding counties and in-county rate.

13 Moving back down, the price
14 of elasticity, the demand occurred can certainly
15 unequivocally offer you more mail involvement.
16 So to me, what we've done is, we have spent way
17 too much time looking at the costs involved with,
18 oh, my gosh, we're losing revenue, how can I
19 reduce my costs? That's not always the best
20 business.

21 Sometimes you need to look at, how can I
22 raise revenues? And we're just one industry that
23 I think can help. Now, we're going to be
24 dynamically opposed to some of the statements

1 that you're going to hear today, especially from
2 some of the unions who are going to want you to
3 raise your prices at this point. But I think
4 that some discussion, not just with your postal
5 workers and operations along with customers, but
6 some discussion along the terms of, how can we
7 raise more revenue, how can we raise more volume
8 might be more appropriate.

9 COMMISSIONER BLAIR: I appreciate your
10 candor, Ms. Welch, as in Washington and I also
11 appreciate your willingness to appear. I want to
12 thank all the witnesses and I want to go back to
13 Vice; chairman Hammond so my other colleagues can
14 have a chance to discuss this with you, as well.
15 Thank you very much.

16 COMMISSIONER HAMMOND: Thank you,
17 Commissioner.

18 Commissioner Acton, do you have some
19 questions you would like to ask them?

20 COMMISSIONER ACTON: Sure.

21 Mr. Graham, you mentioned in the course
22 of your testimony these costs related to
23 healthcare and pension. And I just would like to
24 say for the sake of the record here today, as I

1 have mentioned, that at the opportunity at our
2 other hearings that the rather unusual move --
3 this Commission has been on the record with our
4 view that those costs should be reviewed by
5 Congress. This is not an expense that the
6 Commission controls, of course; it's a
7 legislative consideration for the Congress and
8 the President.

9 But the Commission has looked at this
10 question and we have involved Congress and tried
11 to help them in formally making some decisions,
12 but we do -- we do hope that they'll take that
13 matter up soon and give it some earnest
14 consideration. I think there is some room for
15 relief there. So we definitely have concerns in
16 that respect.

17 MR. GRAHAM: Thank you.

18 COMMISSIONER ACTON: I want to ask you a
19 question: You mentioned in your testimony that
20 most of the papers in rural carriers are more
21 effective than other areas; why do you believe
22 that?

23 MR. GRAHAM: I believe that because many
24 of the rural areas lack the internet

1 accessibility today. And I believe in an urban
2 environment, people have -- do not put as much
3 value on going to the postal facility or going
4 out to the mailbox as much as you see it in the
5 rural areas.

6 As I've talked to many of our box
7 delivery contractors around the country, you
8 know, they have a face-to-face relationship with
9 their patrons where in the city, you don't see
10 usually as much of that.

11 When it comes to the business side, many
12 businesses today forego delivery on Saturday
13 anyway. So that's part of my logic behind that.

14 COMMISSIONER ACTON: So it's your view
15 that this proposal has a disparage effect upon
16 urban and rural mailing users?

17 MR. GRAHAM: Yes, sir.

18 COMMISSIONER ACTON: Thanks.

19 Ms. Chapman, you did a very nice job of
20 outlining some of the important considerations
21 that the Commission addresses on this front. You
22 don't really take many positions, I don't think.
23 You did in some of Chairman Blair's -- some of
24 Commission Blair's follow-up, but you've got a

1 rich background and a wonderful professional
2 resumé. I'd like to know your assessment of this
3 proposal and if your organization, for instance,
4 the Envelope Manufacturing Association, may have
5 an official in this respect.

6 MS. CHAPMAN: Sure. We are adamantly
7 opposed to going from six days to five days. I
8 am representing an International Paper entity.
9 We then -- one of the other recommendations that
10 were in the proposal such as the pay-as-you go
11 healthcare benefits or at least a lengthy amount
12 of time for that prepayment, so it's not 5.8 or
13 5.5 billion dollars pushed-on kind of cost on the
14 USPS would be important.

15 The other thing is, we really think it's
16 important that \$75 million from the CSRS bill,
17 that can be allotted against the Postal Service.
18 But the problem with -- you know, one of the many
19 problems is, you know, we've got to get the paper
20 to our customers. They're going to have more
21 regularly -- you have a demand from customers,
22 demand is going to change when you go from six
23 days to five days. There's going to be less demand
24 from our customers who think it's, like I said,

1 something probably more than the 2 or 3 percent
2 that -- and that's just me talking now, that some
3 people have proposed, especially more than the
4 0.5 percent that Potter had from his research.

5 So that means that when you have demand
6 changes, that means when you train through
7 operations on how do you -- when to make what
8 grades of paper, when to surrender those grades
9 of paper, the trucking, everything that goes with
10 it; they'll all have an impact on International
11 Paper.

12 The same type of impact will occur with
13 our customers, but their demand will be more
14 erratic if down to five days versus six days or
15 if it's smoothed out, but they'll have a lower
16 demand, as well.

17 And so to -- you know, I think that for
18 both -- positively for the paper industry and
19 also for the envelope manufacturers, this would
20 have a negative impact.

21 COMMISSIONER ACTON: Okay. You recognize
22 a key concern that the Commission will be
23 evaluating, which is this prospect of value added
24 proposition that Saturday delivery offers and

1 serves that the private sector providers don't
2 typically, you know, report without a significant
3 figure. So we'll be looking at the question as
4 part of the matrix consideration.

5 You gave a brief assessment of your view
6 of some of the work that consultants have
7 serviced including the --

8 MS. CHAPMAN: Right.

9 COMMISSIONER ACTON: You read those
10 materials?

11 MS. CHAPMAN: I have read the -- some
12 materials, the presentation materials, and the
13 document that came with it. Yes, sir.

14 COMMISSIONER ACTON: You're an engineer.
15 You feel like they touched all the important
16 bases or were there some issues they neglected or
17 didn't flesh out?

18 MS. CHAPMAN: Well, I think, as
19 Mr. Graham and Mr. Adams said, I think that the
20 work is censured, it talked about what revenue
21 streams could be brought in. I don't think that
22 they totally looked at that. I think more work
23 could have been done on that point.

24 As far as what's happened in the past, I

1 think that, you know, the Boston group, that is
2 exactly what it is. You know, I could have
3 written a lot about that myself with the research
4 that I had from -- you know, from your
5 organization and USPS and others where I read
6 about the Postal Service.

7 I do think that, you know, the numbers of
8 jobs would be impacted by the USPS in the mailing
9 industry. And, you know, the one consideration
10 that they did make was that they're going to be
11 talking about having a lot more jobs, the part-
12 time versus full-time, to pay for this. Went
13 from, you know, best part of the -- how is this
14 going from six days to five days going to pay for
15 itself? And that's the biggest impact is -- in
16 my opinion when I read it, was the job portion of
17 it.

18 COMMISSIONER ACTON: Okay. Vice-
19 President Welch, thanks for your appearance
20 today. I just wanted to thank you for your
21 distinguished service to the United States Postal
22 Service. You and a lot of folks here today are
23 part of what makes the Federal -- part of what
24 makes the United States Postal Service the most

1 respected Federal agency in the entire Federal
2 Government. So thanks for all your work.

3 MS. WELCH: Thank you. On behalf of all
4 postal employees, thank you.

5 COMMISSIONER ACTON: You mentioned in
6 your course of your testimony some of the bad
7 news you're getting from customers, and from the
8 Postal Services perspective, was that they using
9 the internet more.

10 MS. WELCH: True.

11 COMMISSIONER ACTON: Unparalleled level
12 of service from the internet. And that's
13 certainly an important consideration, but what
14 worries me when we talk about Saturday delivery
15 is more than people who are on the more fortunate
16 side or people who don't enjoy internet access
17 and rely upon regular delivery, not just Monday
18 through Friday, but also Saturday for things, you
19 know, as critical as newspapers but also even
20 more critical like medicines.

21 So I'm wondering if you're getting any
22 viewpoint from those individuals.

23 MS. WELCH: We have. Certainly, we've
24 heard that that's a concern. As I mentioned,

1 again, in my testimony, there will be an impact
2 for all of our customers in eliminating services
3 that currently use that, and it will be much more
4 substantial for others. When we look at that,
5 although there is a change that is opposed by
6 residential customers that we have talked to,
7 they would prefer to continue to have Saturday
8 delivery. But when you talk about things like
9 medicine delivery, that doesn't just happen on
10 Saturday.

11 COMMISSIONER ACTON: Sure.

12 MS. WELCH: And we're delivering that
13 whether it's five days a week, six days a week,
14 and we know that it will require us to work with
15 the names of the pharmaceutical companies, with
16 the mail consolidators who do that work for
17 pharmaceutical companies, and it will require
18 greater communication. Communication will be
19 critical as we work with both the commercial
20 mailers on the drop timelines, the drop
21 shipments, trying to work that mail back into the
22 remaining five days, and trying to eliminate the
23 unit -- the change or the impact that the
24 residential customers would feel from that.

1 COMMISSIONER ACTON: You bring up an
2 important point. It's a good reminder that we
3 are talking about elimination of one-day service
4 on Saturday, and it's an important service
5 delivery day, but sometimes when we get caught up
6 in these hearings, it sounds like we're proposing
7 eliminating the Postal Service altogether.

8 So a lot of it is accommodating, you
9 know, a timing aspect if there's a proper claim
10 on immediately when the change may be coming.

11 MS. WELCH: True. And as I said, you
12 know, we got a lot -- a lot of positive
13 feedback -- nobody wants to change, granted.
14 It's something that people do not want to give
15 up, residential, commercial. We are recognizing
16 that something has to happen to ensure future
17 sustainability.

18 There is an appreciation for the
19 partnership. There is a recognition of great
20 value that we had. And there is a commitment
21 when we talk with our local customers. Either at
22 the district manager level or when I have an
23 opportunity to talk with customers as the area
24 vice-president, there is that commitment to work

1 with within the plan when the changes occur.

2 COMMISSIONER ACTON: Thank you. One last
3 question for Mr. Adams.

4 Mr. Adams, you speak quite well about
5 your view that the Postal Service should be
6 working to -- thinking of new ways to raise
7 revenue. And I hesitate to speak on behalf of
8 the Postal Service, but I think it's a fair
9 characterization to say that they are of the view
10 that they cannot earn their way out of this
11 hole. And I'm wondering if you feel like some of
12 the proposals that you're coming forth with are
13 limited approaches toward closing without some
14 false deficiencies of the services contemplated
15 being introduced.

16 MR. ADAMS: Yes, sir. I -- number one, I
17 think they haven't really approached my industry
18 anyway in terms of trying to get more money from
19 us. I know one of the first places I go in my
20 business when my revenues are down are back to my
21 current largest customers to find out how could I
22 benefit them, how can I get more money from them.
23 They've never come to me and asked that question.

24 COMMISSIONER ACTON: Okay.

1 MR. ADAMS: And I know that my industry
2 right now is going through a hard time and we are
3 actually -- a lot of newspapers are cutting
4 circulation off in their outlining areas because
5 they can't afford it when the reality is, is that
6 if the rates had been smaller, in terms of postal
7 delivery, they may have changed those numbers to
8 mail delivery. And the newspapers wouldn't be
9 going through what you're hearing nowadays of
10 certain vast circulation decreases that they have
11 done to themselves.

12 COMMISSIONER ACTON: Uh-huh (affirmative
13 response). The last comment I'd like to make
14 before relinquishing my time is, you mentioned
15 one of our buzz words, of course, elasticity,
16 which the Commission raised a lot of interest,
17 particularly among the competition in the crowd.
18 And I'm wondering if you have spoken with any one
19 in operations, Postal Regulatory Commission,
20 which is a very separate proposal in what we need
21 to do.

22 MR. ADAMS: Right.

23 COMMISSIONER ACTON: And the service is
24 now in charge of developing this sort of

1 experimental or novel rate as far as you're
2 discussing in your testimony. Have you had any
3 discussions with the service about a newspaper
4 designating market rate?

5 MR. ADAMS: I have not. I do know that
6 my industry has had some, but they generally do
7 not agree with it.

8 COMMISSIONER ACTON: Well, the reason I
9 was asking is because that is a separate question
10 from what we're here strictly seeking to discuss,
11 but it's a great sort of concept and I encourage
12 you take on service and see what kind of response
13 you get.

14 MR. ADAMS: Thank you.

15 COMMISSIONER ACTON: Because it's that
16 type of innovative thought that's going to help
17 come up with a more palatable solution for the
18 problem we have.

19 MR. ADAMS: Thank.

20 COMMISSIONER ACTON: Thank you.

21 Mr. Vice-Chairman.

22 COMMISSIONER HAMMOND: Thank you,
23 Commissioner Acton. Now Commissioner Langley may
24 have some questions.

1 COMMISSIONER LANGLEY: I do. And I think
2 the discussion we've had has been most
3 interesting.

4 We really touched on a critical part of
5 the Commission's analysis, which would be
6 economic impact and how this is going to play
7 out. The Postal Service has one figure, the
8 Commission has another figure for how much money
9 would actually be saved at the end of the day to
10 which none of our non-postal witnesses really put
11 on an economic face of this proposal.

12 I was most interested in Ms. Chapman's
13 discussion on the value provided by the paper and
14 its ancillary attributes and shipping services
15 that fell.

16 Have you begun to look at the downstream
17 of cost? I know you had a discussion with
18 Commissioner Blair and I didn't quite catch all
19 of it. But has the DMA looked at the impact of
20 eliminating the delivery on all of these
21 downstream costs for value chain -- in the value
22 chain?

23 MS. CHAPMAN: I'm afraid I haven't had
24 the opportunity. I mean, there wasn't -- that's

1 one of the things that my data research proposal
2 that will start after the census study is done.
3 And like I mentioned with the job study, the
4 things that we look at, we would go all the way
5 through the catalog companies, the printers, the
6 advertisers, utilities, then all the printing
7 companies, technology and other suppliers. But I
8 do not have an economic impact yet for that full
9 industry.

10 The one \$1.3 trillion would definitely
11 impact going from six days to five days.

12 COMMISSIONER LANGLEY: It would be very
13 helpful if there could be something, because the
14 postal institute has always provided such fine
15 research. And throughout the time that I was a
16 senior advisor in Congress, we always used your
17 figures. So your organization definitely has the
18 respect of many within the postal community.

19 I do want to ask Mr. Adams: You really
20 gave us a good economic explanation when you
21 discussed use of the mail by the community
22 newspapers. And you mentioned the potential
23 losses, particularly after discussing this with
24 the 15 Tennessee Press Association members. And

1 if Saturday delivery were -- you know, if their
2 figures were applying nationwide, the losses
3 could be, too. I mean, these figures should
4 catch some folks' attention.

5 But let's assume that Congress does say,
6 all right, I don't think Postal Commission goes
7 ahead and cuts a day of delivery. Is there a day
8 other than Saturday that would still allow you to
9 use the Postal Service that would meet your
10 customers' needs as well as meeting your
11 company's needs?

12 MR. ADAMS: Yes. One of my smallest --
13 and there are many five-day daily newspapers who
14 are Tuesday through Saturday. Frankly, that is
15 one of the things that I'm having to look at as I
16 go through my alternatives, is if I don't have
17 Saturday, then maybe this is a good time for me
18 to stop Monday, as well. Well, if I -- if I then
19 do that, do I need to just go ahead and bite the
20 bullet and really go into business against the
21 Postal Service, the final carrier?

22 I don't know because I had mentioned
23 earlier that I have competition in my county.
24 And my competition is when -- what we refer to as

1 driveway litter because I get to use the post
2 box, which I appreciate, because it's a marketing
3 position, and I really don't want to do that.
4 But that is one of my alternatives.

5 And so if I would choose, I would have
6 chosen Monday, but that still would have been
7 painful, but not near as much. Monday represents
8 an eighth of my revenue than Saturday revenues.

9 COMMISSIONER LANGLEY: So Saturday is
10 important for the high school sports?

11 MR. ADAMS: Yes, it is. Now, I still
12 have the same problem with the community news and
13 someone -- we do away with Monday, someone who
14 dies on Saturday, their family may not know about
15 it until Tuesday. So we still have a community
16 service problem if we're dropping to Monday.

17 COMMISSIONER LANGLEY: Well, and I think
18 that is an important distinction that Mr. Graham
19 made. You know, I'd have to agree with you that
20 there will be an uneven distribution of perks,
21 I'll call it, between urban areas and rural
22 areas. I'm going to add geographically remote
23 areas because I'm from Hawaii and certainly
24 geographically don't get on a computer.

1 You know, those folks are going to have a
2 harder time adjusting because whether you live
3 somewhere in rural Idaho or one of the islands in
4 Hawaii, mail just does not reach you as quickly.
5 And so eliminating a day of delivery, you know,
6 is not just eliminating Saturday, it's
7 eliminating another two to three to four days of
8 receipt of mail.

9 And I'm curious, Mr. Graham, what
10 percentage of the rural deliveries are performed
11 by your box deliveries?

12 MR. GRAHAM: I'm sorry, Commissioner, I
13 don't have that figure. I'd be happy to try to
14 get that.

15 COMMISSIONER LANGLEY: Is that something
16 that you could provide to us?

17 MR. GRAHAM: Certainly.

18 COMMISSIONER LANGLEY: That number would
19 be great. I would really appreciate it.

20 And a couple of questions for Ms. Welch.
21 It's great to see you. Thank you --

22 MS. WELCH: Good to see you, too.

23 COMMISSIONER LANGLEY: -- for your
24 service.

1 There was a lot of discussion about
2 communicating with the business mailers who are
3 the folks at Postal headquarters. How are you
4 and the other seniors in the southeast area,
5 postal officials, communicating with the
6 employees who are really the backbone of the
7 Postal Service? You know, what interaction have
8 you had up to now, this proposal is out there,
9 and making sure it's right for you? How are you
10 communicating with them?

11 MS. WELCH: Well, there are different
12 ways that we communicate, and I've talked about
13 this some. We use the same channels, basically.
14 You know, there's daily contact through what we
15 call daily stand-up talks in our delivery units
16 in our plants. Where their personnel supervisor
17 brings them current information, daily
18 information, we share our daily service for those
19 kinds of things in those meetings.

20 We have town hall meetings. We use that
21 channel for communicating more detailed
22 information. Those would be maybe 30-minute
23 presentations something like that where we bring
24 in --

1 COMMISSIONER LANGLEY: And that
2 discussion is on this proposal?

3 MS. WELCH: We have shared information
4 throughout the district. This would be something
5 that would be done. That would be driven by the
6 leadership of the district. And we have
7 communicated, you know, the information that we
8 shared on the webcast, information that -- you
9 know, that's been published in the media.
10 Certainly, we always try to share that
11 information at the workman's level before an
12 employee would read it in the local newspaper.

13 So we do it through meetings. We do it
14 through written communication. At the area
15 office, we have a quarterly presentation based on
16 employees. We have a monthly publication going
17 to management employees and, you know, as I said,
18 there's the daily communication with the first
19 line of supervisors, that's the employee's first
20 contact and any everyday contact. So we continue
21 sharing information through the different chains.

22 COMMISSIONER LANGLEY: If you could
23 provide us with a couple of examples, written
24 communication, if possible, just at the local

1 level, you know, rather than the postal bulletin
2 that everybody sees. It would be interesting to
3 me just to see an example.

4 MS. WELCH: I will work with counsel to
5 see what we can --

6 COMMISSIONER LANGLEY: And it would
7 benefit at our July hearing that we will delve
8 into the operations --

9 MS. WELCH: I'll see -- I'll seek the
10 advice of counsel on that.

11 COMMISSIONER LANGLEY: Another question
12 that I have earlier this month that the Postal
13 Service announced it's final decision to move to
14 Jackson, Tennessee processing, I guess, to the
15 Memphis processing and distribution center. I
16 think that's going to happen in July.

17 MS. WELCH: I'm not -- actually, I don't
18 think being in a new position, I know of
19 different proposals. I really don't -- I can't
20 say anything specifically on that.

21 COMMISSIONER LANGLEY: I, you know,
22 believe that is going to occur. That's
23 hypothetical, assuming that is going to occur.

24 How does the consolidation of the

1 processing facilities -- how will a reduction in
2 outgoing processing, you know, just impact
3 service if there is a consolidation of plants,
4 say, throughout the State of Tennessee? How is
5 that going to impact performance -- overall
6 meeting performance standards?

7 MS. WELCH: I'm not sure that I
8 understand the question relating to the five-day
9 delivery.

10 COMMISSIONER LANGLEY: There are fewer
11 plants that are available for processing, and
12 mail will have to be shipped out of a particular
13 area in order to be processed.

14 MS. WELCH: I'm not aware of any
15 situation where we would exceed capacity.
16 There -- you know, due to the declining volumes,
17 those decisions are based on capacity.
18 Certainly, we want to make plans to exceed
19 capacity in a plant, whether we're in five-day
20 service or six-day service.

21 COMMISSIONER LANGLEY: So transportation
22 wouldn't be a problem getting it to and from?

23 MS. WELCH: We would not make plans that
24 would create a problem that would prevent us from

1 meeting certain standards that are established.

2 COMMISSIONER LANGLEY: Mr. Graham, your
3 carriers are carrying some of that mail, right?

4 MR. GRAHAM: Yes. Yes.

5 COMMISSIONER LANGLEY: Do you believe
6 there will be an issue if there's further
7 consolidation of processing?

8 MR. GRAHAM: No. In fact, our members
9 would welcome it. That would allow the gross of
10 their businesses in the transportation
11 overnight. Again, I think our role has checked
12 up over these years and the peaks and valleys
13 have come and went. And we really do have a
14 partner with the Post Office to be there to get
15 the mail delivered on time.

16 I can remember, you know, there was a
17 mass movement of mail over Baton Rouge, Lafayette
18 and Houston. And there was a total realignment
19 of the transportation network due to the
20 hurricane. Our amount of volume was shipped up
21 wherever we needed or whatever city the Postal
22 Service needed it transported to.

23 COMMISSIONER LANGLEY: Okay. I have one
24 short question. And, Ms. Welch, I don't expect

1 you to know the answer off the top of your head,
2 but I would appreciate if you could respond in
3 writing.

4 Within the southeast area, what
5 percentage of your postal retail units do not
6 have Saturday operating hours now?

7 MS. WELCH: You're right, I do not know.

8 COMMISSIONER LANGLEY: I don't expect you
9 to know that, but it would be interesting to know
10 because if there are Post Office box holders
11 there, they would not receive mail on Saturday.
12 That was my understanding from the proposal since
13 that facility itself is going to be closed.

14 MS. WELCH: Well, that would not
15 necessarily preclude a Post Office box customer
16 from --

17 COMMISSIONER LANGLEY: No, I know that.
18 That person would not receive mail on Saturday in
19 the Post Office box itself. It doesn't preclude
20 a person from picking up mail that might be
21 delivered on Friday. But my understanding is
22 mail would not be delivered to a Post Office box
23 at a facility closed on a Saturday.

24 MS. WELCH: Since I'm sure that that

1 question can be answered at the national meeting,
2 I won't speculate. But my understanding is that
3 Post Office box delivery will continue Monday
4 through Saturday.

5 COMMISSIONER LANGLEY: Whether that
6 facility is open on Saturday?

7 MS. WELCH: It happens now. There are
8 facilities that are not open for retail business
9 on a Saturday, but our customers are still able
10 to access the building and get their mail.

11 COMMISSIONER LANGLEY: I would appreciate
12 knowing a percentage that are closed now.

13 MS. WELCH: I will work with counsel.

14 COMMISSIONER LANGLEY: Thank you very
15 much.

16 COMMISSIONER HAMMOND: You have asked a
17 very good question, and we would appreciate if
18 you can get that clarified as to what -- I'm a
19 little confused on those, whether those would be
20 able go to the front lobby, go into the Post
21 Office building, because mail will have put in
22 there. That will be very good to get that
23 information for us. Thank you.

24 I have several questions, but I will keep

1 them because we're starting to run late. Here's
2 just two to sum up a little bit, and the only
3 kind of question I had of you, Mr. Adams, is:
4 These three newspapers that you have are mostly
5 Wilson County or are they other counties?

6 MR. ADAMS: Trousdale -- Wilson County, I
7 have a weekly there and a daily. In Trousdale
8 County, I have a weekly.

9 COMMISSIONER HAMMOND: Okay. So all of
10 those papers are used up. Are you up on the
11 internet with any of those or do you --

12 MR. ADAMS: Yes, sir.

13 COMMISSIONER HAMMOND: You are?

14 Okay. Do you think that if we went to
15 six- to five-day delivery, that that might simply
16 push you to do more internet-wise with those
17 papers or --

18 MR. ADAMS: That's one of my many
19 alternatives that I'm -- that we're trying to
20 figure out. Apparently, my newspaper, it'd be
21 one day behind, not like a lot of the daily
22 newspapers. But that probably would force us to
23 put up timely high school sports and things like
24 that.

1 COMMISSIONER HAMMOND: Right. I know we
2 -- I know rural papers are small papers and, yes,
3 we look at the latest sport when you've got a
4 small paper and that's most importantly. Of
5 course, you would have to look at increasing with
6 your way of thinking of things like that
7 particularly.

8 MR. ADAMS: That --

9 COMMISSIONER HAMMOND: Even though that
10 advertising doesn't keep you in business
11 partially, you'd have to see about those?

12 MR. ADAMS: Right. The alternative is
13 that we -- if they increased my costs, it
14 changes from losing \$280,000 a year to only
15 losing \$270,000 a year. Nobody makes money on
16 the internet right now.

17 COMMISSIONER HAMMOND: Okay. Thank you.

18 Ms. Chapman -- well, first of all, I
19 personally appreciate all the work that you've
20 done on this mail proposal over the years. We
21 won't get into that today, but there's serious
22 freedom of speech in that. But I appreciate all
23 the work that you've done on that. But I won't
24 get into that.

1 I did have a question, though: You
2 talked about changing the service standard if we
3 went from six- to five-day delivery. In your
4 opinion, if we went from six- to five-day
5 delivery, that would be a change in service
6 standard?

7 MS. CHAPMAN: Yes, sir. I believe that
8 would be a change in service standard right now.
9 The American public and the billers and the --
10 and those that provide the direct mail piece, I
11 understand that they could get in something --
12 into for Saturday delivery, that's some of those
13 examples that were explained here such as with
14 the newspapers. Other ones are credit card
15 offerings, et cetera, like when your favorite
16 team won. It is critical that they get that
17 information to the consumer within those two or
18 three days when that -- when the football team
19 wins so that they can get that credit card offer
20 through.

21 So that in and of itself would change the
22 service standard. Anything else on that
23 question?

24 COMMISSIONER HAMMOND: No. No. I just

1 wanted -- since you had mentioned that, and I
2 sort of thought that in that question and --
3 reducing one, that might not be any change. The
4 question that I think more about, though, it is
5 not. So I just wanted to know.

6 MS. CHAPMAN: I think we did -- if that
7 was research, that we've had many, many examples
8 where Saturday was very important to those and
9 they'll send out the mail. If you ask all the
10 direct mailers, why did you send it out to
11 deliver on Saturday, there's a whole -- the
12 billing aspect and receiving the check from the
13 consumer, as well, what's that impact? If he
14 gets that check from that -- the receiver, when
15 they get a check from the person that owns that
16 credit card back to the company a day late,
17 that's going to be a huge impact on credit card
18 companies.

19 I think those are the areas that would
20 need to be looked at, as well, when you go from
21 six days to five days.

22 COMMISSIONER HAMMOND: Okay. Thank you.

23 Ms. Welch, this may be a little bit too
24 esoteric or off the wall, but since you are the

1 one whose had problems with the experts in
2 practically every aspect of the mail since that's
3 what you do, you talk about household and
4 commercial needs.

5 Have you considered who is most effected
6 if we go six to five, whether it's household
7 people or whether it's commercial needs or have
8 you -- have you --

9 MS. WELCH: No, I have not. All of our
10 customers are equally important and it's my job
11 to provide service in the field to them under
12 whatever plan. I have not viewed it at that
13 point.

14 COMMISSIONER HAMMOND: I was afraid it
15 would be both, but I didn't want to ask -- I
16 wanted to give you the opportunity in case you
17 didn't any have sort of a thought, so thanks.

18 Mr. Graham, I -- you were asked a
19 particular question from Commissioner Acton on
20 the effect that six to five day might have on
21 rural customers as opposed to other particular
22 areas relying on that. I won't ask you any
23 question other than answer for you, since you
24 asked, whether we had the chance while we're here

1 in Memphis to have eaten any barbecue. I've been
2 here for four meals, three have been barbecue.

3 MR. GRAHAM: All of them were good, too.

4 COMMISSIONER HAMMOND: Yes. If I like
5 barbecued eggs, it probably would have been four.

6 So anyway, we will go ahead and stop this
7 first panel so that we can get a little bit back
8 on track. And we certainly do thank you all for
9 coming, sharing your insights with the
10 Commission. We have performed a valuable public
11 service and it is very much appreciated, and we
12 thank you very much.

13 So I will excuse you all now and we will
14 take a very short break while we invite our
15 second panel to come forward. Thank you.

16 (WHEREUPON, A SHORT BREAK WAS TAKEN AND
17 THE PROCEEDINGS CONTINUED AS FOLLOWS:)

18 COMMISSIONER HAMMOND: Welcome back.
19 Now, I want to turn our focus to our second
20 panel, and I will be brief in the introductions.
21 We have Shri Green, the Network Operations
22 Analyst for the Cotton Belt -- and the Cotton
23 Belt Area Vice-President for the National
24 Association of Postal supervisors.

1 And she's joined by Mike Morris,
2 Assistant Clerk Director for the American Postal
3 Workers Union; and Earlice Taylor, who is here as
4 a member of the Glenview Development
5 Corporation. And with her is Hazel Burks, who is
6 representing the Bluebird Estates Neighborhood
7 Association. And our final witness on the panel
8 is Lynn Strickland, who is a member of the
9 Colonial Acres Neighborhood Association.

10 So thank you all for being here, and I
11 will swear you in. And now, if you will please
12 stand.

13 (WHEREUPON, THE PANEL TWO WITNESSES WERE
14 ADMINISTERED THE OATH AND TESTIFIED AS FOLLOWS:)

15 COMMISSIONER HAMMOND: Thank you. And
16 let the record show that all the witnesses
17 answered in the affirmative.

18 And Ms. Green, if you could please begin.

19 MS. GREEN: Thank you. Good afternoon,
20 Vice-Chairman Hammond and distinguished members
21 of the Commission. My name is Shri Green and I
22 serve as the Cotton Belt area Vice-President for
23 the National Association of Postal Supervisors.
24 I deal and work here in the Memphis area for the

1 U.S. Postal Service and serve as the Network
2 Operations Ally, helping to route mail on the
3 surface and air transportation.

4 My responsibility as a NAP area vice-
5 president or NAP involve meeting and representing
6 the thousands of postal supervisors who live in
7 and work in Tennessee, Arkansas and Oklahoma.

8 I appear before you today in my capacity
9 as a NAP official. The views I express are my
10 personal views and those of the National
11 Association of Postal Supervisors, not the U.S.
12 Postal Service. Thank you for holding this
13 public hearing in Memphis to examine, from the
14 field level perspective, the service invitation
15 of reducing mail delivery from six days a week to
16 five.

17 I appreciate your diligence in holding
18 hearings like this one as a part of a thorough
19 review of the Postal Service's plan.

20 I bring a very skeptical view to the
21 notion of reducing mail delivery from six days a
22 week to five. My skepticism revolves around
23 several concerns. For the most, among them is
24 the impact that a reduction in delivery will have

1 on the quality of the Postal Service brand and
2 its reputation for a high quality service.

3 By reducing the number of days of
4 delivery, we will diminish the value of mail
5 itself. There will undoubtedly be an erosion of
6 confidence in the Postal Service's ability to
7 provide the services the public relies on. Mail
8 ultimately will be less only compounding the
9 problem. This, I fear, will have a cynical and
10 downward impact upon overall mail volume trends
11 and harm the financial stability of the Postal
12 Service.

13 While I appreciate the need for the
14 Postal Service to find cost savings, I also note
15 that the Postal Service financial shortfalls in
16 recent years have been principally due to the
17 unrealistic schedule of down payments that
18 Congress has required the Postal Service to make
19 for future postal retiree health benefits.
20 Without these benefits, the Postal Service would
21 be in a much more stable financial condition, not
22 requiring a move as drastic as five-day
23 delivery.

24 If Congress would live up to its

1 obligation to realize the Postal Service
2 Retiree's Health Benefit payment schedule to
3 realistic levels and credit to the Postal Service
4 is pension or pay for pre-1971 hired employees.
5 Until Congress takes these actions, I believe it
6 is premature and unwise for the Postal Service to
7 initiate five-day delivery.

8 The Postmaster General, he's acknowledged
9 in recent Congressional testimony that as the
10 pre-funding and pension issues were
11 satisfactorily resolved by Congress, the Postal
12 Service would not be required to move to five-day
13 delivery for at least another five years. Thus,
14 five-day delivery should be the last resort by
15 the Postal Service, not the first.

16 I recognize that the elimination of
17 six-day delivery is not a new concept. It has
18 been proposed many times and was the subject of
19 considerable Congressional review 30 years ago
20 and continuously rejected. I also recognize that
21 some public opinion polls suggest that the
22 majority of Americans today are willing to give
23 up Saturday delivery, but those polls are
24 questionable because they ask the public to

1 express their preference between a variety of
2 postal cutbacks, including raising stamp prices,
3 and closing Post Offices in contrast to
4 eliminating a day of delivery.

5 Ask them a question this way, you can't
6 create a violent result. I want to emphasize
7 that I am fully conscious that the Postal Service
8 needs to live within its means, but I am
9 concerned that the savings that five-day delivery
10 will purportedly yield will ultimately lead not
11 to gains, but to losses, not only in financial
12 terms, but in jobs, as well.

13 Our own economy for unemployment is
14 currently at 10.6 percent; cannot afford further
15 job losses and pain. The elimination of the
16 delivery date is sure to cause dissemination or
17 relocation of numerous letter carriers and
18 supervisor positions in Memphis.

19 Within the past year, the Postal Service
20 already reassigned 120 rank-in-file employees to
21 locations outside of Memphis. These changes are
22 really for the supervisory ranking employees.
23 The elimination of a delivery day is sure to
24 cause even greater dislocation of the time when

1 we should be fostering job growth, not cutting
2 back in Memphis.

3 I urge the Commission to carefully
4 scrutinize the Postal Service's five-day delivery
5 proposal. Ultimately, I believe you will find
6 that the savings yearly will not be as
7 significant as the Postal Service projects; that
8 mail service will deteriorate and that our local
9 and national economies will be harmed.

10 Thank you for listening to my views.

11 COMMISSIONER HAMMOND: Thank you, Ms
12 Green.

13 Next we have Mr. Morris, please.

14 MR. MORRIS: Mr. Vice-Chairman and
15 members of the Commission, my name is Mike Morris
16 and I'm the Assistant Director of the Clerk
17 Division of the American Postal Workers Union.
18 On behalf of the 250,000 members of my union, I
19 want to thank you for holding this hearing today
20 to take a close look at the proposal by the
21 United States Postal Service to stop street
22 delivery and mail collections on Saturdays.

23 The founders of our nation created the
24 United Postal Service. There's one that was

1 mentioned earlier in the first article of the
2 Constitution, under the direction of the first
3 Postmaster General, Benjamin Franklin. They did
4 it in order to provide this nation with
5 affordable and universal mail service.

6 Abolishing Saturday mail delivery would deprive
7 citizens of the right to receive mail on
8 Saturdays and would possibly lead to the
9 elimination of justification for the Postal
10 Service's exclusive access to citizens'
11 mailboxes. That's a major concern to us.

12 There can be no real question that ending
13 the Postal Service mailbox monopoly, it could
14 lead to -- it could be the first step toward the
15 destruction of universal service at uniform
16 universal rates.

17 The Postal Service has argued that
18 stopping Saturday mail delivery is necessary
19 because of the poor financial condition that we
20 are in in the Postal Service. And the chief
21 reason that they give is that they're being
22 forced into this red ink; it's not the correct
23 reason. They say it's not the recession or
24 alternative means of delivery or even lower than

1 expected mail volume.

2 The main cause of this sea of red ink is
3 the Postal Accountability and Enhancement Act of
4 2006. It was passed by Congress with the full
5 support of the Postal Service and it imposed on
6 the Postal Service a \$75 billion obligation to
7 pre-fund retiree health benefits, a liability
8 that is not borne by any other federal agency.
9 And I know you're aware of the arguments relating
10 to that.

11 This requirement, more than any other
12 single factor, has created a Postal Service
13 deficit of an alarming size, and we understand it
14 is alarming. The 2008 General Accountability
15 Office report found that the Postal Service's
16 \$5.3 billion shortfall in fiscal year 2007 was
17 caused primarily by this provision of the Postal
18 Accountability and Enhancement Act.

19 The pre-funding provision is the central
20 cause of the financial difficulties, and we
21 currently urge Congress to correct it. If this
22 single requirement were rescinded, as previous
23 speakers have said, the elimination of Saturday
24 mail delivery would not be necessary.

1 The Postmaster General is also claiming
2 that there will be a \$238 billion projected loss
3 over the next ten years and is using that figure
4 to generate support for eliminating Saturday mail
5 delivery. He admitted, though, during a joint
6 hearing to both the Subcommittee on Federal
7 Workforce, Postal Service and the District of
8 Columbia and the full Committee on Oversight and
9 Government Reform, that this number, this \$238
10 billion number that he's touting is a theoretical
11 projection and it's, of course, subject to
12 change.

13 Stopping Saturday delivery will only
14 accelerate the division of letters, packages and
15 other material from the Postal Service to more
16 expensive couriers such as the Postal Service
17 (sic) and FedEx, is very eloquently put forth by
18 one of the previous persons who testified here,
19 Mr. Adams.

20 If Saturday delivery is abolished,
21 private couriers will fill the void, but only on
22 the most profitable locations, leaving the Postal
23 Service to serve the rural -- not only the rural
24 areas, as we have heard expressed concern about

1 this morning, but also in the poor urban areas,
2 poor communities, without the financial benefit
3 of providing service to more lucrative areas that
4 would be stripped away from the Postal Service.

5 You would probably, and you might have,
6 continued private Saturday delivery, for example,
7 in certain more affluent parts of the major
8 cities like Memphis. But you could forget about
9 it in poorer neighborhoods and rural areas. A
10 quick look at the demographics of two different
11 ZIP codes in Memphis will illustrate how this
12 could happen.

13 The ZIP Code 38189 and 38126, two ZIP
14 codes in the City of Memphis. In 38189, the
15 median household income, median household income,
16 is \$116,200. In 38126, the median household
17 income is \$10,734. Over \$100,000 difference in
18 the median household income in those two ZIP
19 codes in Memphis.

20 Bachelor's Degree or higher also in
21 education, 65 percent in 38189. Now a Bachelor's
22 Degree or higher 4.5 percent in 38126, poverty
23 level. Percentage below poverty level in 38189
24 is 2.8. Only 2.8 percent below poverty lever.

1 In 38126, it's over 60 percent below poverty
2 level. And the unemployment rate, which is worth
3 mentioning: In 38189, 0.8 percent, not even a 1
4 percent rate; and in 38126, it's 14.5 percent.

5 While Memphis ZIP code, 38189, would
6 likely fare well under a private delivery system
7 with a weakened or diminished United States
8 Postal Service, ZIP code 38126 would most
9 assuredly become underserved. There are millions
10 of Americans who live in these potentially
11 underserved areas and they also need to receive
12 regular universal mail service at a universal
13 price.

14 In addition, most small businesses
15 operate six or seven days a week, and many rely
16 on a six-day mail delivery cycle. For magazine
17 publishers and companies like Medco, Netflix,
18 Caremark and eBay, Saturday delivery is crucial.

19 Saturday delivery is an important
20 competitive advantage to the Postal Service.
21 Giving that advantage up does not make good
22 business sense. In fact, the mere discussion of
23 service reductions has cost the Postal Service
24 revenue and volume that it cannot afford to lose,

1 especially at this time.

2 The public relations campaign to generate
3 support for five-day delivery has already caused
4 businesses to experiment with alternate means
5 delivery that you heard this afternoon.

6 At a time when the Postal Service should
7 be exploring every available avenue to increase
8 volume and revenue, this seriously flawed public
9 relations offensive seems to be driving business
10 away.

11 I have a section of my testimony, I was
12 going to talk about the history, but Ms. Green
13 has already covered it. So in order to keep from
14 being redundant, I'll skip over that.

15 In conclusion, Mr. Vice-Chairman, we
16 believe that the American Postal Worker Union
17 believes that the rush to five-day mail delivery
18 is an ill-conceived reaction to declining mail
19 volume. It's also simultaneously happening
20 during an economic slowdown. Millions of
21 citizens depend on Saturday delivery to receive
22 prescription drugs, checks, newspapers,
23 magazines, greeting cards and notices from
24 churches and community organizations.

1 While our volume may never return to the
2 2006 record levels, even a modest return, coupled
3 with repeal of the requirement to pre-fund
4 retiree health benefits, would go along way
5 toward sustaining the Postal Service for many,
6 many years into the future.

7 I want to point out that our opposition
8 to eliminating Saturday delivery is not primarily
9 focused on a concern about losing jobs. It
10 affects our market as well as many other ones.
11 We are seeking to protect the vitality of the
12 Postal Service for the future. And we support
13 the right of every citizen, including those
14 without internet access, the poor and the
15 disabled, to receive high-quality mail service
16 and it shouldn't be determined based on where
17 they to live.

18 Senator Susan Collins of Maine, the
19 Ranking Member of the Senate Committee on
20 Homeland Security and Governmental Affairs, has
21 asserted that the decision to further reduce
22 postal service would cause, and I quote her, "an
23 even bigger drop," end quote, in mail volume that
24 could lead to a death spiral for the United

1 States Postal Service.

2 The American Postal Workers Union urges
3 the Members of this panel to reject the Postal
4 Service proposal to reduce mail delivery to five
5 days a week. The Postal Service proposal has
6 already caused a loss of volume and of
7 confidence. We hope you will reject this demand
8 and that you rush into the decision, and instead,
9 find that the proposal would needlessly weaken
10 the Postal Service, which is a very valuable and
11 essential American institution.

12 Thank you.

13 COMMISSIONER HAMMOND: Thank you,
14 Mr. Morris.

15 Our next witness is Ms. Taylor. If you
16 would pull the microphone forward.

17 MS. TAYLOR: Good afternoon to all the
18 Commissioners. I represent Glenview Development
19 Corporation here in Memphis. I'm a community
20 activist.

21 I lived in Chicago for years and I moved
22 here in '76. Privatization was the talk way back
23 then, but technology has changed so much over the
24 years that it resurfaced. If taking a day off

1 saves money, that's fine, if that does not mean
2 that privatization is back on the table. There
3 are a lot of people that need to retire; allowing
4 them to retire may save some money and it'd be
5 better than reducing the work week. Businesses
6 change and times change.

7 People need to use banks more,
8 specifically direct deposit and saving. Learning
9 about alternatives, like bank accounts, are good
10 for the community. Reducing the postal week will
11 force the public to seek alternatives.

12 The greatest bonus to this change is the
13 opportunity to help people find jobs. The volume
14 of communication will not decrease; people are
15 simply using different methods. Let's help
16 people find these opportunities.

17 I have two comments from two other
18 neighborhoods. One of them is Ms. Jacqueline
19 Jenkins of the Gardenview Neighborhood
20 Association. She says, "I have no problem with
21 discontinuing Saturday Service." And the third
22 one is from Dee Billmeier of Eastwood Manor
23 Association, "I am in favor of a five-day
24 delivery, eliminating the Saturday delivery, for

1 what it's worth."

2 Thank you so much for your time. Look
3 forward to the best.

4 COMMISSIONER HAMMOND: Thank you,
5 Ms. Taylor.

6 And now Ms. Burks, please.

7 MS. BURKS: I do hope this works. I woke
8 up this morning, found I had lost my voice, but I
9 do have some. But my dear brother came with me
10 today and he was going to read it for me.

11 Thank you all for allowing us to come and
12 do this. This is an awesome type of forum to
13 come and be able to express to you our opinions.
14 Now I am going to talk about Bluebird and those
15 neighbors because they took the time to respond.

16 I did not send out. If you want to have
17 copies, I can furnish copies of all the different
18 names and everything that I have here. I am
19 excited because I am a retiree from a Fortune 500
20 from an HR department. So I was excited to be
21 able to participate in this. I have been a
22 volunteer with a lot of different organizations
23 and you will see, once I finish reading this, how
24 they have influenced.

1 I would only stop -- I'm glad to hear
2 from Ms. Green and Mr. Morris because that was
3 kind of the missing link for the people that I
4 talked to. I couldn't address some of the things
5 that they've shared today. So I will go back and
6 share that.

7 You don't really want to hear from
8 Hazel -- I'll call her Citizen Hazel -- because
9 when I saw -- it's all I could think about is, I
10 don't use the service that much, so I'm going to
11 read this statement and you will see what
12 happened to me just for participating in
13 interviewing people about this.

14 And I address this to Ms. Fisher, but you
15 all will all have a copy.

16 Again, thank for the opportunity to give
17 comments regarding the proposed Postal Service
18 new delivery system. I am a member of the
19 Bluebird Park Estate Neighborhood Association
20 located in Whitehaven. I am a past president of
21 the Association. The present President is
22 Mrs. Janice Ship.

23 This Association has over 135 homes
24 located on five streets. Very librating. So if

1 you're new to the city, Ms. Fisher said she
2 visited Graceland, you must visit. When you see
3 the airplane of Lisa Marie, our neighborhood is
4 next to behind that airplane, just drive around
5 and you can enjoy that.

6 I gave you all a chart with an analysis
7 based on the responses I received, as well as I
8 received a lot of e-mail comments. So I ask you
9 to make copies and I have those.

10 All of this, I'm including and thank
11 Mr. Morris for his demographics. I wondered if
12 he would know anything about Whitehaven. So I
13 pulled some information that was prepared by the
14 University of Memphis based on the 2000 census.
15 Whitehaven had over 103,000 citizens -- now, this
16 was back in 2000. Actually, Whitehaven has
17 passed the city and the statewide medium in
18 numerous categories related to education and
19 affluence.

20 Forty percent of the households have
21 incomes of 40,000 and up; 22 percent of the
22 households have income of 75,000 and up; 46
23 percent of the residents are college educated; 22
24 percent of homes are valued between 80,000 and

1 \$400,000; 93 percent of the residents in
2 Whitehaven are African-American. Too frequently
3 there is a misconception about communities that
4 are predominately black: Being primarily poor,
5 unemployed and uneducated. Whitehaven is far
6 from that.

7 Hazel's personal thoughts: First,
8 let me make it clear that I feel our Postal
9 Service is a necessary organization. It is just
10 as important as the banking and car industries.
11 If the Postal Service is having financial
12 difficulty and they seek the elimination of
13 Saturday delivery as a way not to have to ask for
14 a bailout or not to have to terminate employees,
15 then I feel that they should have immediate
16 elimination of Saturday services, only with that
17 criteria.

18 If they are considering but do not have a
19 major financial need presently, I feel that they
20 should consider looking at their organization and
21 eliminating necessary services and consolidate
22 certain job functions. Eliminating and
23 consolidating will mean that they are able to
24 concentrate on their prior goal and operate more

1 efficiently. This does not always result in
2 employees being laid off.

3 Somebody, said services should be
4 reduced. They should look at reducing the
5 operating cost by eliminating expensive
6 overtime. If they have a higher turnover,
7 absentee or injury rate, they should look at ways
8 in reducing those areas.

9 One major concern for the Post Office, as
10 I see it, is they have to realize that through
11 the new technology, a large percentage of people
12 have now used direct deposit for their checks and
13 they use online services to communicate. They
14 pay the bills online and they send the cards and
15 birthday and congratulations online through the
16 e-card system.

17 Officially, people now realize that to
18 use the mailboxes from their homes to pay bills,
19 could lead to identity theft. Our police
20 department has warned neighborhood associations
21 that when you raise that red flag on the box, you
22 alert the mail person, but you also are alerting
23 the thieves to come and steal your bills in order
24 to get information to steal your identity. I

1 thought when I heard that, that they were just
2 talking. But we did have in our neighbors --
3 within 24 hours, he had already got taken \$1,200
4 from his account.

5 I had sent him an e-mail talking about
6 his experience. So that's attached for you.

7 The majority of the mail that I now
8 receive is primarily junk mail, advertisement,
9 solicitation. I primarily pay my bills by phone,
10 online or I have it automatically deducted from
11 my account. When you consider my usage of the
12 Postal Service, you may conclude that I feel that
13 they should be totally eliminated; this is not
14 the case.

15 As I stated earlier, this is an
16 organization that this country needs. Hopefully,
17 the Postal Service has developed a five- or
18 ten-year strategic plan. And if so, I could just
19 (inaudible) if they are not always (inaudible).

20 Additionally, they should consider
21 benchmarking with the Postal Service in other
22 countries. Now, I know (inaudible) in the great
23 United States of America, and I love this country
24 and I love my city, but we don't pay too much

1 about other countries and outside of our areas in
2 dealing.

3 As a volunteer for the Memphis
4 International Visitors Council, I have met people
5 from over 70 different countries during the last
6 few years. I decided to benchmark with some of
7 them, just to see how their Postal Services are
8 handled. One thing they came -- came very clear
9 to me is they pay much more than we do for mail
10 services.

11 And in Denmark, one of the people
12 responded that I met is in the Parliament there.
13 He said that they're considering five days, also;
14 but they're eliminating Monday. That's what
15 they're looking at, eliminating Monday.

16 In China, there was an interesting
17 conversation from a friend about too many years
18 -- hers is about who pages long. But she did
19 give her thoughts on it. And the only thing that
20 I can feel like is it takes them two to three
21 days to get a letter or a package. You know, I
22 think of how we, in middle areas like Memphis and
23 maybe even Nashville in a day. So I look at
24 things like that, going, you know, we're so

1 blessed and so fortunate to have the services we
2 have when we organize and look at other
3 countries.

4 Now, again, how does that affect us?

5 Well, all these small businesses here that make
6 those same moves, receive little things from the
7 country. They use the Postal Service a lot of
8 them to send their products. For instance, I
9 went to try to give my friend in China a little
10 gift, but I was going to send her an American
11 flag. You cannot send anything back to China
12 that was made in China. So I'm going to send her
13 an American flag. I look at the little stick and
14 it says made in China. So we get a lot of things
15 that are shipped here and that small businesses
16 (inaudible).

17 So in summing up, let me just say, will
18 Saturday elimination create an undue hardship on
19 the US economies during business outside of the
20 U.S. and within the U.S.? I was glad to hear
21 from that man that was here because he was trying
22 to tell us now that, yes, it will hurt the small
23 businesses.

24 I -- the -- just one little statement and

1 then I'm going to be done. In the interviews
2 that I did in Whitehaven, I made sure I called
3 the CEO of Graceland because I wanted to know,
4 that's one of the largest private homes in terms
5 of status that they have in the United States in
6 terms of visitors. And they are one of our
7 larger employers, private employers in the city.

8 And, you know, I wanted to know would it
9 affect them. And the response is that you'll
10 have a copy of that e-mail from this office that
11 made it clear to me that -- you know, not that I
12 would condone any relation, but really
13 (inaudible) the reasons why.

14 I talked to one of my neighbors, who is
15 the CEO of Tri-State Bank, one of the first and
16 oldest African-American banks in the city. And I
17 asked him if they're open on Saturdays. I wanted
18 to know, did he feel that this would have an
19 undue hardship. I love that language, when I
20 asked him about, he talked a lot about that, but
21 he had conclude that, no.

22 Well, then I have -- we have a physician
23 that's one of our neighbors. He works over there
24 doing electrolysis, and I asked him, would that

1 affect or create undue hardship on his business.
2 Again, like a lot of companies, he had to
3 conclude no.

4 Well, I still say that at least you all
5 look at an impact study for the small businesses,
6 just to see if you would have some issues with
7 having to close small businesses, going out of
8 business, because of that elimination of one
9 day.

10 And then in closing, it's clear to me,
11 after interviewing others, that there is a
12 definite need to maintain all of the Postal
13 services that we now receive. However, again, if
14 the Saturday delivery elimination is nationally
15 necessary, then they should not -- they should do
16 it without hesitation. That's it.

17 COMMISSIONER HAMMOND: And I thank you,
18 Ms. Burks, and I thank your brother, too.

19 Now we're pleased to hear from
20 Mr. Strickland.

21 MR. STRICKLAND: First, let me apologize
22 to you folks for being here. I did not realize
23 the impact that -- or the importance that has
24 been put on this. It came to me as a request

1 from Ms. West and I -- my first reaction was, you
2 know, go for it in terms of the Saturday
3 delivery; and I did not give it the same
4 research.

5 I did send an e-mail to my neighborhood
6 association, got a limited response. But in
7 listening to all the various people that have
8 invested a lot of time and energy in this, I just
9 want to say that I did not give it the time that
10 I should have for the impact that it could
11 possibly have.

12 I am, in terms of my current situation,
13 the reduction of Saturday delivery would not have
14 an adverse impact. My suggestion is you go to
15 Congress and see if you can level the playing
16 field so that they charge 18 cents for
17 unsolicited e-mail so that we could have a level
18 playing field about the -- I won't call it junk
19 mail, but there's another name for it. It has to
20 do with a great revenue source for the Postal
21 Service.

22 Mr. Adams, I believe it was, was talking
23 in terms of changing or recognizing the rural
24 situation and I certainly would encourage that

1 that aspect be thoroughly considered. I can walk
2 to my grocery store and buy stamps, and I don't
3 think that that type of service is routinely
4 available to any rural communities.

5 I understand that the Postal Service is
6 restricted to a level of the types of service
7 that it can perform, if there's an issue of
8 competition and so forth. But you've partnered
9 with FedEx, with UPS on various issues. If
10 there's a way to encourage entrepreneurship among
11 the letter carriers to figure out the ways
12 that -- that they can contribute to the Postal
13 Service in terms of unique ways to increase
14 revenue, to make Saturday delivery more important
15 and wherever you might see.

16 And this -- I don't know every avenue
17 where all that occurs. The mail delivery is to
18 my front door. My mailbox is hanging right
19 beside the front door. There are other
20 neighborhoods that the mailboxes are on the
21 street. So I'm getting an extra service that, in
22 terms of the same 48 cents or whatever it costs,
23 that I don't deserve and I would recommend that
24 you look into having everybody have their

1 mailboxes at the street level.

2 I do understand that in terms of the list
3 of opportunities for cost savings, that that was
4 the very last one that anybody mentioned. But
5 just from a practical standpoint, it makes good
6 sense to me.

7 I do appreciate the fact that you guys
8 are in town and you have had the opportunity to
9 enjoy pork barbecue. Texas, I think, is focused
10 on beef. And I would hope that the fact that I
11 didn't spend as much time as I should have will
12 not have an adverse impact upon the fine work
13 that these other people have done.

14 COMMISSIONER HAMMOND: Thank you,
15 Mr. Strickland. And we do appreciate it.

16 We will -- now I will recognize
17 Commissioner Langley, if you have any questions
18 you'd like to start at this time.

19 COMMISSIONER LANGLEY: I just want to
20 say, especially to our three community people,
21 including Mr. Strickland, you know, I think you
22 did a fine job. The expression of public opinion
23 is one of the rights that we as Americans enjoy.
24 And having the three of you here is very

1 important. Just your comments are greatly
2 appreciated because one of things that we are
3 reference is to reach our to communities, and I
4 do appreciate your participating.

5 If you have any further comments, I
6 believe three of you really summed up your
7 feelings toward the postal services plight right
8 now, but also the opportunities that exist. I
9 know that postal employees take every chance they
10 can to further the Postal Service. You know,
11 they're probably one of the best ambassadors out
12 there, whether it's at the retail window or a
13 letter carrier who walks his or her route, you
14 know, just saying, I can do this for you. You
15 know, there are many opportunities available.

16 So I do want to thank you. I do have a
17 couple of questions for our postal employees,
18 particularly to Mr. Morris.

19 You talk about the impact on the
20 elimination of a day of delivery, about seeking
21 alternatives to using the postal service. Has
22 your union or Ms. Green's association done any
23 study or view of people, you know, leaving the
24 Postal Service to go to alternative methods of

1 delivery?

2 MR. MORRIS: We haven't done specific
3 studies, but I do know that business like nature
4 implores a vacuum. If there was a delivery on
5 Saturday and all of a sudden it's not there,
6 there will be private -- in certain -- and I said
7 in certain areas that will step up to fill that.
8 And that's the concern.

9 And I believe we heard that from
10 Mr. Adams earlier today, and he's already looking
11 at going into delivery himself because he could
12 no get longer Saturday delivery. So I think
13 that's a very good example of what I'm talking
14 about.

15 COMMISSIONER LANGLEY: I do not know of
16 perhaps --

17 MR. STRICKLAND: We haven't done a study,
18 I'm not sure about NAP.

19 COMMISSIONER LANGLEY: And I also thank
20 you, Mr. Morris, for pointing out that there
21 exists great disparities within urban ZIP codes
22 as well as the rural areas. I think that's a
23 good distinction.

24 And just one question of Mr. Morris and

1 Ms. Green: The Postal Service indicates in its
2 filings with the Commission that it's part of its
3 analysis -- excuse me -- is, of course, it's part
4 of the employee unions and management
5 associations requesting their views on the impact
6 on five-day delivery. Do you know if your unions
7 or management associations were involved at all
8 in the five-day team meetings that took place?

9 MS. GREEN: The National Association of
10 Postal Supervisors did address the issue of five-
11 day delivery presently. The team did speak on
12 behalf of the Association that we were not in
13 favor of it because of loss of jobs and customer
14 service to the residents. And that was addressed
15 and it was a hearing that our Postmaster General
16 attended; that's a couple of months ago. So it
17 had been addressed that we are not in favor of
18 five-day delivery.

19 MR. MORRIS: And yes, I was at the
20 meeting where Jack Potter told our President that
21 we were -- several of our officers there about
22 the plan, but it was not -- it was -- they were
23 telling us what they were going to do. It wasn't
24 kind of like we heard like Ms. Welch, this is

1 what we're going to do now. I think she would be
2 -- must have told him just to go implement it in
3 terms of my 30 years of postal management.

4 But we were told that there was a plan.
5 We would not ask for input other than when we did
6 give him input; we told them we were opposed, but
7 we were told absolutely.

8 COMMISSIONER LANGLEY: Thank very much.
9 Thank you again to the three community people.

10 COMMISSIONER HAMMOND: Thank you,
11 Commissioner Langley.

12 Commission Acton, do you have some
13 questions?

14 COMMISSIONER ACTON: Yes. Thank you,
15 Mr. Vice-Chair.

16 Ms. Green, I think that you may be eager
17 to correct the record on how we refer to the J
18 word in the Postal Service regarding junk mail.

19 MR. MORRIS: Advertisements.

20 COMMISSIONER ACTON: Thank you. And it's
21 important -- the reason I make that distinction
22 is a lot of people complain to me about their
23 junk mail. And I always like to remind them that
24 it can be frustrating, but it's part of a piece

1 that makes this world -- well, one person's junk
2 mail is another person's Christmas catalog. So
3 you have to weigh those issues, and I understand
4 you know the benefits and the mind sets.

5 I think you raised a good point,
6 Ms. Green, about the value of the mail and the
7 diminishing effect that this proposal may have on
8 the value of the mail stream. It's an important
9 consideration for the Commission because, in
10 effect, what the service is doing to some people
11 are means they're lowering the level of service
12 keeping the rate static, which means it could be
13 interrupted as de facto rate increase. Since
14 this Commission is duty-bound to protect the
15 provisions of the law applied to provisions like
16 the piercing of the rate cap; this would be a
17 concern somewhere down the road we would like
18 addressed, and I'm not asking you to do that
19 today. I'm just sort of getting that, later in
20 the process, it's an issue that we'd like to
21 explore further and you have raised in your
22 testimony.

23 So thank you.

24 MS. GREEN: Thank you.

1 COMMISSIONER ACTON: One question for
2 you, Mr. Morris, please, about -- you have some
3 good -- you have some nice sociologically
4 economic data and what the impact would be. We
5 like data in the Commission because that helps in
6 a very quantitative fashion. So if your
7 organization has more of that to share, I would
8 encourage that you please bring it forth as a
9 matter of record so that we can review it for the
10 --

11 MR. MORRIS: I'll be happy to take a look
12 at that.

13 COMMISSIONER ACTON: Thank you.

14 And one last observation, and this
15 question is for you, Mr. Strickland, has to do
16 with your outreach to your neighborhood ties. I
17 think you had indicated that you had solicited
18 their views about this proposal and that you had
19 a limited response. Is that the case?

20 MR. STRICKLAND: That's correct.

21 COMMISSIONER ACTON: About how many
22 e-mails do you think you have inquired?

23 MR. STRICKLAND: We sent out about 25 and
24 got four back.

1 COMMISSIONER ACTON: You got four
2 responses?

3 MR. STRICKLAND: Right.

4 COMMISSIONER ACTON: And what was your
5 mode of transmission?

6 MR. STRICKLAND: E-mail.

7 COMMISSIONER ACTON: E-mail. So you see
8 my worry here, that the problem with your method
9 of communication is that individuals who will be
10 most impacted with the proposal are the ones that
11 only have access to computers, which they may not
12 be able to respond to your inquiry.

13 MR. STRICKLAND: No. People I e-mailed
14 were part of our administration of the
15 association, and so that's our normal method of
16 communication.

17 COMMISSIONER ACTON: Sure. And it's not
18 uncommon. In fact, it's a growing approach as
19 far as reaching a lot of citizens in the United
20 States.

21 MR. STRICKLAND: Well -- and in that
22 relation, it could be that due to their own
23 volume of e-mails, that they overlooked mine or
24 chose not to respond --

1 COMMISSIONER ACTON: Okay.

2 MR. STRICKLAND: -- from that position.

3 COMMISSIONER ACTON: Well, I think my
4 point I'm trying to make is that the people who
5 will be impacted most by this eliminating of
6 Saturday mail aren't using e-mail. So they
7 aren't able to share with you their views, their
8 negative views or any of their views, right?

9 MR. STRICKLAND: That's right. I --
10 unlike Hazel, I did not go and personally call on
11 these people.

12 COMMISSIONER ACTON: Okay.

13 MR. STRICKLAND: But let me -- and
14 Commissioner Langley brought it up. One of the
15 questions that I had was with regards to the
16 Postal Service as a form of neighborhood watch in
17 that where they specifically ask to or precluding
18 from making reports of unusual activity in the
19 neighborhood, whether it be criminal or whatever.
20 And the response was that there's no requirement
21 that they do it, they voluntarily do it. And
22 that the department has a heroes unit that --
23 where when these people report this sort of
24 thing, they're recognized internally.

1 The fact that I didn't know it means that
2 it was internal and not external. And so I would
3 encourage you to seek the evening news with good
4 news occasionally replacing the continuing bad
5 news we get about all the negative activity going
6 on.

7 COMMISSIONER HAMMOND: Sure. That's a
8 good point. Universal service extends beyond
9 just delivery of the mail. There's a security
10 level.

11 Okay. Before I recognize you, I'll
12 follow up with something that Commissioner
13 Langley said. Certainly, several of us have been
14 able to make the National Association of Letter
15 Carriers and heroes in Washington, DC and the
16 Director recognizes all of the many different
17 things that happen for letter carriers throughout
18 every year that they put on impressives, an
19 appreciation to employees.

20 So the National Association for Letter
21 Carriers do put that on.

22 MR. MORRIS: Well, and that could be on
23 Saturday, too.

24 COMMISSIONER HAMMOND: Yeah.

1 Commissioner Blair, do you have some
2 questions?

3 COMMISSIONER BLAIR: I do. Thank you
4 very much.

5 What I'm going to do is divide the panel
6 into two groups between the employer
7 representatives and the community folks.

8 My first set of questions is for the
9 employer representative, Ms. Green. I found your
10 testimony interesting and I found the word -- you
11 said you were skeptical. Then you went on to to
12 say you were -- I think you were in opposition to
13 the proposal from the Postal Service. But it's
14 under skeptical, I almost heard in the back of my
15 mind, there's an open persuasion. So this is no
16 way, no how, over my dead body, you know, maybe a
17 raised eyebrow. I'm just trying to get a sense
18 on where exactly your organization sits on this
19 proposal.

20 MS. GREEN: Well, I am -- not over my
21 dead body, would like for the delivery days to be
22 reduced and my association that I represent,
23 National Association of Postal Supervisors, which
24 include not only supervisors but all managers on

1 the executive scale within the Postal Service, we
2 are not in favor of the reduced five-day
3 delivery.

4 COMMISSIONER BLAIR: I appreciate that
5 clarification -- at least in my mind, the
6 clarification, so that's helpful for me.

7 What I would like to ask Mr. Morris is,
8 advocates of this proposal are saying that this
9 is a recognition of reality today that people are
10 using the mail less and less and less for all
11 those reasons. And that society as a whole
12 doesn't depend on the Postal Service in the same
13 degree that it did 5 to 10, 15 years ago. How do
14 you react to that argument?

15 MR. MORRIS: There are subjects of the
16 population where that is, in fact, true. Younger
17 people are more using the internet, but there are
18 whole groups, both sections, geographic sections,
19 sections -- you know, other sections in societies
20 where that is not true. They still depend on the
21 Postal Service for their communication.

22 My mother is a perfect example. Still
23 writes letters, cards, that sort of thing. And
24 the business, it's also not good for business.

1 We heard today from the business entities that
2 it's integral for many businesses in the country
3 to have six-day delivery. And I would also
4 address those people to say it's inevitable that,
5 you know, the diminishing role of the postal
6 service if we go this way.

7 It's like eating your seed corn. You
8 hasten your own demise. And I don't -- you know,
9 if the Postal Service is going to be diminished
10 -- have a diminished role in the communication in
11 this country, I don't think we should go gentle
12 into that good night. I think we should do
13 everything we can to provide a robust and, you
14 know, break-even Postal Service opportunity. I
15 hope you intend to do that.

16 COMMISSIONER BLAIR: And I appreciate you
17 explaining that, and I think you're a good
18 spokesman for this.

19 So advocates that we encounter, but
20 you're really more on the self-serving that --
21 Postal Service today, even if you need -- even if
22 you depend on the Postal Service, you don't
23 depend on it six days a week. At five days a
24 week, giving that cost consideration, or we have

1 opportunities to raise the stamp prices or
2 eliminating (inaudible) post offices
3 (inaudible). The public at large would like to
4 -- presented with that scenario, would like --
5 would -- you know, it's kind of oxymora -- see
6 rates in connection with delivery as opposed to
7 other solutions -- or not solutions, that would
8 potentially be options. What would you say to
9 that?

10 MR. MORRIS: Presented in that way, it is
11 an option, sure; but there are other choices.
12 There are choices not to stifle the Postal
13 Service, pre-fund the retiree obligation and they
14 have to pay no other group in private or public
15 has to do. That's one place to start. And there
16 are other ways.

17 Change business practices, and that will
18 increase -- I think there are ways we can look to
19 grow our business; and I know other countries
20 that don't do that. We could back off our
21 passports government services. We perform that
22 function and we go -- and we're paid for doing
23 that.

24 There are other government functions that

1 can -- perhaps we could use -- this is present in
2 every little town across the country. There are
3 other government services, maybe your student
4 loans. There other things that could be done to
5 take advantage of this network that's out there,
6 not only small Post Offices and stations and
7 branches, but also in this delivery. We've
8 touched every business and every home six days a
9 week.

10 COMMISSIONER BLAIR: Well, I appreciate
11 that, and thank you for being so open in your
12 role.

13 And for our community folks, I got the
14 impression that in polling -- to the extent that
15 you did, in polling your folks, you generally see
16 this as a viable solution to some of the postal
17 service's problems.

18 Am I reading that correctly? Ms. Hazel?

19 MS. BURKS: Somewhat.

20 MR. STRICKLAND: Well, to the extent the
21 savings would not be blown the other way, one of
22 the comments was like -- let me get me glasses on
23 sponsoring sports figures. UPS (sic) advertises
24 sponsoring sport figures.

1 MS. BURKS: And my brother lives in
2 Frayser and he read my paper and he was asking
3 me, well, which way, delivery or whatever? But
4 it's clear that this is not going to cost, he
5 needs to do it to save jobs and keep them from
6 asking for a bailout. That's him. But his
7 opinion as a disabled vet is he needs to have
8 given his opinion.

9 COMMISSIONER BLAIR: Well, I appreciate
10 that and I know that we're getting late in the
11 day and I'd like to continue this conversation
12 much longer, but I realize that you all want to
13 get home, too.

14 I'm going to give it back to Commissioner
15 Hammond, and I appreciate your willingness to
16 participate in this very important hearing
17 today.

18 COMMISSIONER HAMMOND: Thank you,
19 Commissioner.

20 Now, we do need to move -- but I didn't
21 want to forget Ms. Taylor. You talked or had the
22 comments of two other of the -- people who were
23 like you?

24 MS. TAYLOR: Yes.

1 COMMISSIONER HAMMOND: And they were
2 saying that six- to five-day delivery would be
3 acceptable?

4 MS. TAYLOR: Yes.

5 COMMISSIONER HAMMOND: Did they comment
6 any further or anything?

7 MS. TAYLOR: No. They made their
8 opinions to the neighborhood group that contacted
9 us to come and speak, and this is what they gave
10 to us.

11 COMMISSIONER HAMMOND: I see.

12 MS. TAYLOR: But I'm from a neighborhood
13 of 950 houses and businesses. And if you
14 (inaudible) diverse or (inaudible) in Memphis,
15 then come on.

16 But no, it seems like everybody got -- a
17 lot of people don't have computers and other ways
18 of getting in contact with them. And like people
19 have cell phones now and you can't reach them all
20 the time, even though I'm all over the place and
21 people contacting me, but basically the people
22 that I've talked to is for it. Because they
23 don't know (inaudible) people can get a chance to
24 open an account which they don't normally have

1 now, and they can either raise the prices
2 (inaudible).

3 COMMISSIONER HAMMOND: Okay. All right.
4 Thank you.

5 Because of time, we will go ahead and
6 finish up here. I think this has been an
7 excellent discussion. And with that, I would
8 like to conclude our second panel.

9 Thank you all again for participating.
10 We really appreciate your contribution and your
11 public service. So thank you very much.

12 MS. BURKS: Thank you for including the
13 Memphis people.

14 COMMISSIONER HAMMOND: Well, you're
15 welcome.

16 (WHEREUPON, THERE WAS A PAUSE IN THE
17 PROCEEDINGS)

18 COMMISSIONER HAMMOND: While we still do
19 have some time, and we will go as long as we can,
20 the Commission would now like to provide this
21 opportunity for interested parties in the
22 audience to speak if they so desire.

23 All of the comments must be on the
24 record; they are made part of the docket. So as

1 such, you will need to identify yourself to the
2 reporter. Our time is limited, so we would ask
3 that the remarks be kept within two minutes and
4 they are focused on the topic of this hearing.

5 But for anyone who does wish to comment,
6 if you would come up to this middle podium, and I
7 believe I have to push the correct button, which
8 I believe I have.

9 So if you please identify yourself and
10 give us your remarks, please.

11 MR. TICE: Good afternoon, Vice-Chairman
12 Hammond and rest of the Committee. My name is
13 Chuck Tice. I am a retired Postal Postmaster and
14 I am here to give you a different perspective
15 from a postal employee's perspective, but I could
16 not have done it if I was not retired.

17 Postal employees are not allowed to speak
18 to you guys. We are not allowed to speak to the
19 press. And some of the answers you got today
20 were from some of your postal people; for
21 instance, Ms. Welch, she gave you the answer that
22 the Postal Service is telling her to give you.

23 The Postal Service does not, have not, in
24 23 years that I was with them, ever asked any

1 employee what they think of an idea. They have
2 always come out and said this is what we're going
3 to do and that's it.

4 Now, my proposal, I sent you all a
5 proposal, a five-page proposal, you asked for
6 this through the internet. But I'm not going to
7 read it all to you because a lot of what I said
8 in there is to give you some facts on what I
9 think can be done to save a lot more money.

10 But what you are proposing here today, I
11 and many other Postmasters seek stopping Saturday
12 delivery, it will not help much on the bottom
13 line. Oh yes, it will not -- you will not need
14 to pay carriers. Thus, you can save a few
15 million dollars in labor costs, and labor costs
16 will be saved because you're going to be
17 eliminating part-time employees. It will save a
18 few million in fuel costs because you won't be
19 running all the trucks on Saturdays; but in the
20 long run, what will it accomplish?

21 It will accomplish only in making the
22 general public mad and, as it's been brought up
23 here by other people, making them go to other
24 companies like UPS and FedEx. We have already

1 given a good portion of your company away to
2 FedEx and UPS. They are private companies and
3 they can undercut us.

4 I can give you facts I did in my proposal
5 if you read it when you get back to Washington
6 where a company that was in my office area would
7 give me anywhere from 9 to 90 express mail
8 packages a day when I first started in an
9 office. About a year after that, UPS went in
10 there and said if -- if they didn't give you --
11 give us, UPS, all their business, they'll
12 undercut our rates \$3 each. They did that.

13 Now, it's taken the Postal Service ten
14 years to come back and realize that should not
15 have happened, but now we have a process, in
16 fact, in place, the postal service does where
17 they can go ahead and do basically the same
18 thing. We couldn't do that for years.

19 So that's just one of the main things and
20 biggest things in my estimation with the Postal
21 Delivery is supervising the people. If you cut
22 out Saturday delivery, you got seven Monday
23 holidays. Some years, you'll have nine Monday
24 holidays. What are you going to do? You're

1 going to have to mail on Sunday, no mail on
2 Saturday, no mail on Monday and then you're going
3 to have that fourth date, you're going to be
4 swamped with mail.

5 I don't care how it's broke down. We are
6 still going be swamped. We are now -- or they
7 are now. I've been retired a year and a half.

8 It's going to be critical to all those
9 carriers which take all that mail out in twos.
10 And where are you going to get help? It's not
11 going to be there. Because they've already laid
12 off all part-time employees. So all these full-
13 time employees -- say you got 16 routes that you
14 got to deliver, you got 16 of those people coming
15 in that morning. I can guarantee as a
16 supervisor -- which I was in a B office for ten
17 years -- those employees, when they see a Sunday
18 caddy, they are going to call in sick and you're
19 going to be left what they call pulling up a
20 route between two different carriers or three
21 different carriers, and it is --

22 That's something the Postal Service is
23 not thinking about, and I hope you all think
24 about that because it's just going to kill the

1 Postal Service. It's going to kill the carriers
2 who deliver that mail on Tuesdays.

3 And basically, that's all I have to say
4 today other than, please read my proposal that I
5 sent to you last week. It should be in your
6 office now. I got a thing -- my delivery
7 confirmation that said it was delivered
8 yesterday.

9 COMMISSIONER HAMMOND: Great. Thank you,
10 very much.

11 Anyone else who wishes to make a
12 statement before we go?

13 MR. COLE: My name is Warren Cole. I am
14 the president of the American Federation of
15 State, County and Municipal Employees here in
16 Memphis. Headquarters at 485 Beale Street. You
17 might not know, this is the local that Martin
18 Luther King came to champion the sanitation
19 strike and lost his life for.

20 I stand before you representing my 2,800
21 members, most of who are in the middle-age
22 bracket. We do a monthly bulk mailing, sometimes
23 twice a month. We depend on Saturday deliveries
24 because the majority of our members work Monday

1 through Friday, various shifts. Saturday is the
2 best time to send mail -- receive mail, rather.
3 And they usually respond real good to it.

4 But not just that, our retirees also
5 receive their bulk mailings on Saturday, as
6 well. So we are opposed to this five-day plan.

7 But being part of organized labor, I must
8 say this: I've been hearing all the comments
9 that's been made, particularly by the young lady
10 who represented the Postal Service management
11 earlier. I see a problem. And the problem is
12 that the upper level of management within the
13 Postal Service is not talking to the people
14 that's doing the job.

15 I found out through my 30 years of being
16 organized labor that if the upper level
17 management would take the time and talk to the
18 people that do the job, they will find out how to
19 save money, how to reduce OJI, sick call-ins,
20 disappointed people when they have to come and
21 work, people that is totally unhappy because of
22 these certain situations that can be dealt with
23 on the small scale.

24 When the gentleman who just left stated

1 that the postal employees can't say anything to
2 you all, that's a violation of my rights or their
3 rights as a citizen of this great country. The
4 Postal Service is an institution; we all know
5 that. But it really makes me wonder who is
6 really planning this when you go to your bottom
7 end, last resort, first instead of exploring all
8 of the possibilities before you know that you can
9 go through this.

10 It really concerns me as being in labor.
11 I think there's still a part of the systematic
12 privatization of America. And if these forces
13 are able to be successful in this act, and
14 downgrade this institution, I fear to say what's
15 going to happen to our freedom of speech and our
16 freedom of choice that our forefathers wrote in
17 our Constitution. Thank you.

18 COMMISSIONER HAMMOND: Thank you. Yes,
19 sir.

20 MR. KEYS: Good afternoon, members of the
21 Postal Regulatory Commission. My name is Thomas
22 Keys and I'm the former president of the
23 Tennessee Rural Letter Carriers Association. As
24 president, I presided over large rural areas.

1 As rural carriers, we do understand mail
2 volume. As you know, we are the only employees
3 of the Postal Service whose salaries are directly
4 affected by mail volume. We understand the
5 problem facing the Postal Service, more employees
6 wanting the same service. This (inaudible) in
7 terms for relief for some of the Postal Service
8 financial obligation.

9 As rural carriers, we are constantly
10 working where we can to keep the Postal Service a
11 viable part of the American economy. We feel
12 that a cutback on our delivery service is a step
13 in the wrong direction. This move will directly
14 affect our carriers and their families as those
15 jobs will be eliminated. This move would also
16 have a negative effect on the American public,
17 especially on our rural customers.

18 Our customers depend on the Postal
19 Service to deliver their mail-order prescriptions
20 and other supplies. And the mail is the main
21 source that they use to contact. The Postal
22 Service tells the American public that five-day
23 delivery is a done deal. Now you tell the
24 public, the majority of the people in favor of

1 five-day delivery, this our rank based on our
2 customers.

3 Our customers said they want the six-day
4 delivery to continue. The Postal Service wants
5 the American public to believe that delivery is
6 the place to make cuts. Sure, Postal Service is
7 serious issue to be resolved to maintained -- to
8 remain a viable part of the American economy, but
9 the issue needs to be resolved internally, again,
10 with the administration and the administrative
11 issues. Our rule is service with a smile.

12 The American public deserves service, not
13 less service, but a better service, and this is
14 our commitment on the part of the rural letter
15 carrier. Thank you.

16 COMMISSIONER HAMMOND: Thank you. We
17 have time for one or two more before we have to
18 go.

19 Yes, ma'am.

20 MS. HAYWOOD: My name is Cora Haywood. I
21 am a postal employee. I thank you all for coming
22 from Washington to be here in Memphis, Tennessee.
23 You all (inaudible) haven't eaten all day, and so
24 for that very reason, you'll have to bear with

1 me. I wrote a lot of notes and I put them in
2 order, so you just please pull them pull over for
3 you.

4 First of all, management, the upper level
5 management, Postmaster General Potter on that,
6 are the ones at fault our problems. They're
7 trying to give a false sense of (inaudible).
8 We're having a mixture (inaudible. I have the
9 documents here to prove that fraud has been
10 committed at almost (inaudible) where they
11 falsified clock rings (inaudible) computer where
12 as fact of it (inaudible) the last four or five
13 years, so that's a product of theft. I
14 (inaudible) the clock rings to show myself and
15 other co-workers might have fixed it and I just
16 reached a -- a lot of employees over quite a few
17 years after might have fixed it. (inaudible)
18 year or so. That's something I feel like needs
19 to be looked at. But not only just that, but
20 right here.

21 Manager person violated our bargaining
22 agreement. I will say that I am a union steward
23 there. I should have said that at the very
24 beginning. I personally represent the union or

1 anybody else (inaudible), but I do still agree
2 with going forward and they could have been a
3 voice, my job could have been a voice, but this
4 is what management chose to do. Now I was
5 brought back at the national hearing taken the
6 orals from the national level. They tell us
7 (inaudible) that, I'm going to do what they tell
8 me to do, what is right or wrong, and they do
9 that just that. And all of those facts need to
10 be considered when you make your decision.

11 I appreciate those resident association
12 people here stating their views about their
13 neighbors, but all of those people pretty much
14 work at (inaudible). I have to speak out on
15 behalf on the 38126. That's the people within
16 our resource to be able -- (inaudible) know that
17 it should've come down today because we got up
18 here and speak on their behalf to say that you
19 need -- you all to send me my mail every day
20 because the mail comes in time where they can get
21 their check to the bank.

22 Some banks are open on Saturdays, so they
23 can still get a check cashed. Most don't have a
24 bank account, they can't afford one, can't afford

1 these services or whatever. So it's very viable
2 that we retain their services for them.

3 COMMISSIONER HAMMOND: Excuse me, it does
4 seem like we're running short on time. So
5 please, if you could sum up.

6 MS. HAYWOOD: Sure will. But I'm very
7 concerned that this hearing process wasn't made
8 to the public. Quite a few people knew about
9 this. I personally contacted the Commercial
10 Appeal, various TV stations, and everyone I
11 talked to said, no, we don't know anything about
12 it. So I'm just concerned that there would be
13 more people out to voice their opinions about
14 this whole process had it been more publicized,
15 but I do thank you for your time and attention,
16 and I guess you go out and leave it at six days a
17 week. I hope you take that recommendation.

18 COMMISSIONER HAMMOND: Thank you. Thank
19 you. We have time just for one more if anybody
20 else has anything to say.

21 Well, it looks like that will end on that
22 comment. This has been an excellent hearing. I
23 think we've gotten much of what we needed from
24 our witnesses today. It was very helpful. I'm

1 pleased and impressed with the quality and
2 sincerity of the testimony and comments that have
3 been made.

4 So on behalf of the Commission, thank you
5 very much. If anyone wishes to supplement their
6 testimony or want to see the record, simply go
7 online at www.prc.gov and click the contact PRC
8 button.

9 And again, thank you and thank the people
10 of Memphis for their hospitality and this hearing
11 is now concluded.

12 (WHEREUPON, THE PROCEEDINGS CONCLUDED AT
13 APPROXIMATELY 4:06 P.M.)

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C E R T I F I C A T E

STATE OF TENNESSEE:

COUNTY OF SHELBY:

I, JENNIFER L. AARON, Court Reporter and Notary Public, Shelby County, Tennessee, CERTIFY:

The foregoing proceedings were taken before me at the time and place stated in the foregoing styled cause with the appearances as noted.

Being a Court Reporter, I then reported the proceedings in Stenotype, and the foregoing pages contain a true and correct transcript of my said Stenotype notes then and there taken.

I am not in the employ of and am not related to any of the parties or their counsel, and I have no interest in the matter involved.

I further certify that this transcript is the work product of this court reporting agency and any unauthorized reproduction and/or transfer of it will be in violation of Tennessee Code Annotated 39-14-104, Theft of Services.

Witness my signature this the _____ day of _____, 2010.

JENNIFER L. AARON, LCR NO. 509

Notary Public at Large
For the State of Tennessee

My Commission Expires:
APRIL 6, 2014

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